

Application: AF Linden Charter School

Scot Kerr - scotkerr@achievementfirst.org
Annual Reports

Summary

ID: 0000000219
Status: Annual Report Submission
Last submitted: Nov 30 2020 12:00 PM (EST)

Entry 1 School Info and Cover Page

Completed Aug 3 2020

[Instructions](#)

Required of ALL Charter Schools

Each Annual Report begins with a completed School Information and Cover Page. The information is collected in a survey format within Annual Report portal. When entering information in the portal, some of the following items may not appear, depending on your authorizer and/or your responses to related items.

Entry 1 School Information and Cover Page

(New schools that were not open for instruction for the 2019-20 school year are not required to complete or submit an annual report this year).

Please be advised that you will need to complete this cover page (including signatures) before all of the other tasks assigned to you by your school's authorizer are visible on your task page. While completing this cover page task, please ensure that you select the correct authorizer **(as of June 30, 2020)** or you may not be assigned the correct tasks.

BASIC INFORMATION

a. SCHOOL NAME

(Select name from the drop down menu)

ACHIEVEMENT FIRST LINDEN CHARTER SCHOOL 331900861072

a1. Popular School Name

AF Linden

b. CHARTER AUTHORIZER (As of June 30th, 2020)

Please select the correct authorizer as of June 30, 2020 or you may not be assigned the correct tasks.

SUNY BOARD OF TRUSTEES

c. DISTRICT / CSD OF LOCATION

CSD #19 - BROOKLYN

d. DATE OF INITIAL CHARTER

10/2013

e. DATE FIRST OPENED FOR INSTRUCTION

8/2014

h. SCHOOL WEB ADDRESS (URL)

<https://www.achievementfirst.org/school/achievement-first-linden-elementary-school/>

i. TOTAL MAX APPROVED ENROLLMENT FOR THE 2019-2020 SCHOOL YEAR (exclude Pre-K program enrollment)

768

j. TOTAL STUDENT ENROLLMENT ON JUNE 30, 2020 (exclude Pre-K program enrollment)

632

k. GRADES SERVED IN SCHOOL YEAR 2019-2020 (exclude Pre-K program students)

Check all that apply

Grades Served

K, 1, 2, 3, 4, 5, 6

l1. DOES THE SCHOOL CONTRACT WITH A CHARTER OR EDUCATIONAL MANAGEMENT ORGANIZATION?

Yes

I2. NAME OF CMO/EMO AND ADDRESS

NAME OF CMO/EMO	Achievement First
PHYSICAL STREET ADDRESS	[REDACTED]
CITY	[REDACTED]
STATE	[REDACTED]
ZIP CODE	[REDACTED]
EMAIL ADDRESS	melikaforbes@achievementfirst.org
CONTACT PERSON NAME	Melika Forbes

FACILITIES INFORMATION

m. FACILITIES

Will the school maintain or operate multiple sites in 2020-2021?

	Yes, 2 sites
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School Site 1 (Primary)

m1. SCHOOL SITES

Please provide information on Site 1 for the upcoming school year.

	Physical Address	Phone Number	District/CSD	Grades to be Served at Site for coming year (K-5, 6-9, etc.)	Receives Rental Assistance for Which Grades (If yes, enter the appropriate grades. If no, enter No).
Site 1	800 Van Siclen Avenue, Brooklyn, NY 11207	347-471-2700	NYC CSD 19	K-4	No

m1a. Please provide the contact information for Site 1.

	Name	Work Phone	Alternate Phone	Email Address
School Leader	Ashley Baez			AshleyBaez@achievementfirst.org
Operational Leader	Stacy-Ann Brissett	██████████		stacyannbrissett@achievementfirst.org
Compliance Contact	Scot Kerr	██████████		scotkerr@achievementfirst.org
Complaint Contact	Melika Forbes	██████████		melikaforbes@achievementfirst.org
DASA Coordinator	Stacy-Ann Brissett	██████████		stacyannbrissett@achievementfirst.org
Phone Contact for After Hours Emergencies	Tsehaia Brown	██████████		tsehaiabrown@achievementfirst.org

m1b. Is site 1 in public (co-located) space or in private space?

Co-located Space

m1c. Please list the terms of your current co-location.

	Date school will leave current co-location	Is school working with NYCDOE to expand into current space?	If so, list year expansion will occur.	Is school working with NYCDOE to move to separate space?	If so, list the proposed space and year planned for move	School at Full Capacity at Site
Site 1	N/A	No		No		Yes

IF LOCATED IN PRIVATE SPACE IN NYC OR IN DISTRICTS OUTSIDE NYC

m1d. Upload a current Certificate of Occupancy (COO) and the annual Fire Inspection Report for school site 1 if located in private space in NYC or located outside of NYC .

Certificate of Occupancy and Fire Inspection. Provide a copy of a current and non-expired certificate of occupancy (if outside NYC or in private space in NYC). For schools that are not in district space (NYC co-locations), provide a copy of a current and non-expired certificate of occupancy, and a copy of the current annual fire inspection results, which should be dated on or after July 1, 2020.

Site 1 Certificate of Occupancy (COO)

Site 1 Fire Inspection Report





School Site 2

m2. SCHOOL SITES

Please provide information on Site 2 for the upcoming school year.

	Physical Address	Phone Number	District/CSD	Grades to be Served at Site for coming year (K-5, 6-9, etc.)	Receives Rental Assistance for Which Grades (If yes, enter the appropriate grades. If no, enter No).
Site 2	345 Fountain Avenue, Brooklyn, NY 11208	347-471-2705	NYC CSD 19	5-7	No

m2a. Please provide the contact information for Site 2.

	Name	Work Phone	Alternate Phone	Email Address
School Leader	Rochelle Murray			rochellemurray@achievementfirst.org
Operational Leader	Thaysha Menardy			thayshamenardy@achievementfirst.org
Compliance Contact	Scot Kerr			scotkerr@achievementfirst.org
Complaint Contact	Melika Forbes			melikaforbes@achievementfirst.org
DASA Coordinator	Thaysha Menardy			thayshamenardy@achievementfirst.org
Phone Contact for After Hours Emergencies	Tsehaia Brown			tsehaiabrown@achievementfirst.org

m2b. Is site 2 in public (co-located) space or in private space?

Co-located Space

m2c. Please list the terms of your current co-location.

	Date school will leave current co-location	Is school working with NYCDOE to expand into current space?	If so, list year expansion will occur.	Is school working with NYCDOE to move to separate space?	If so, list the proposed space and year planned for move	School at Full Capacity at Site
Site 2	N/A	No		No		No

CHARTER REVISIONS DURING THE 2019-2020 SCHOOL YEAR

n1. Were there any revisions to the school's charter during the 2019-2020 school year? (Please include approved or pending material and non-material charter revisions).

No

PLEASE NOTE CHARTER SCHOOLS WILL NO LONGER SUBMIT FINANCIAL STATEMENTS, ANNUAL BUDGETS, AND RELATED FISCAL DATA VIA THE ANNUAL REPORT. HOWEVER, NYSED BOARD OF REGENTS WOULD LIKE TO KNOW IF YOUR SCHOOL'S BOARD OF TRUSTEES HAS APPROVED A BUDGET FOR THE 2020-2021 FISCAL YEAR.

o. Has your school's Board of Trustee's approved a budget for the 2020-2021 FY?

Yes

ATTESTATION

p. Individual Primarily Responsible for Submitting the Annual Report.

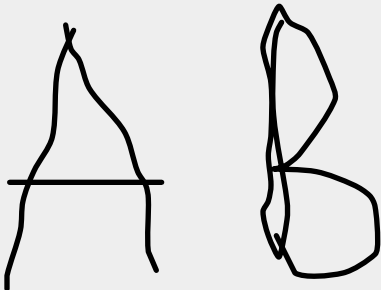
Name	Melika Forbes
Position	VP/General Counsel
Phone/Extension	██████████
Email	melikaforbes@achievementfirst.org

p. Our signatures (Executive Director/School Leader/Head of School and Board President) below attest that all of the information contained herein is truthful and accurate and that this charter school is in compliance with all aspects of its charter, and with all pertinent Federal, State, and local laws, regulations, and rules. We understand that if any information in any part of this report is found to have been deliberately misrepresented, that will constitute grounds for the revocation of our charter. Check **YES if you agree and then use the mouse on your PC or the stylus on your mobile device to sign your name).**

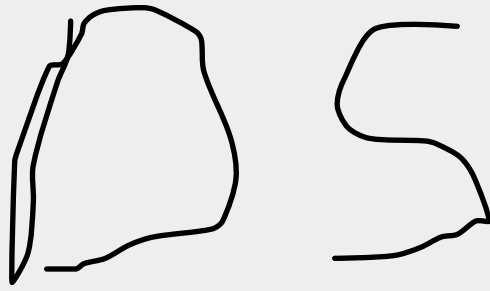
Responses Selected:

Yes

Signature, Head of Charter School

Handwritten signature in black ink, appearing to read 'M Forbes'.

Signature, President of the Board of Trustees

A handwritten signature in black ink, consisting of a large, stylized letter 'A' followed by a large, stylized letter 'S'.

Date

Aug 3 2020

Thank you.



Entry 2 NYS School Report Card

Completed Aug 3 2020

Instructions

SUNY-authorized charter schools only

Provide a direct web link to the most recent New York State School Report Card for the charter school (See <https://reportcards.nysed.gov/>) . This report captures school-level enrollment and demographic information, staff qualifications, electronic student records, and attendance rates, as prescribed by New York State statute (8 NYCRR 119.3).

Entry 2 NYS School Report Card Link

ACHIEVEMENT FIRST LINDEN CHARTER SCHOOL 331900861072

NEW YORK STATE REPORT CARD

Provide a direct URL or web link to the most recent New York State School Report Card for the charter school (See <https://reportcards.nysed.gov/>).

(Charter schools completing year one will not yet have a School Report Card or link to one.

Please type "URL is not available" in the space provided.)

https://data.nysed.gov/essa.php?instid=800000082611&year=2019&createreport=1&allchecked=1&OverallStatus=1§ion_1003=1&EMStatus=1&EMindicators=1&EMcomposite=1&EMgrowth=1&EMcompgrowth=1&EMelp=1&EMprogress=1&EMchronic=1&EMpart=1&38ELA=1&38MATH=1&48SCI=1&nyseslat=1&naep=1&expend=1&staffqual=1&feddata=1

Entry 3 Progress Toward Goals

Incomplete Hidden from applicant

Instructions

Regents, NYCDOE, and Buffalo BOE-authorized charter schools

For the 2019-2020 school year, any academic or organization goals that cannot be evaluated due to school closure resulting in a lack of data and changes in testing, surveying, and other usual practices should be reported as "N/A".

Entry 3 Progress Toward Goals

PROGRESS TOWARD CHARTER GOALS

Board of Regents-authorized and NYCDOE-authorized charter schools only.

Complete the tables provided. List each goal and measure as contained in the school's currently approved charter, and indicate whether the school has met or not met the goal. Please provide information for all goals no later than November 2, 2020.

1. ACADEMIC STUDENT PERFORMANCE GOALS

For the 2019-2020 school year, any academic goals that cannot be evaluated due to school closure resulting in a lack of data and changes in testing, surveying, and other usual practices should be reported as “N/A”.

2019-20 Progress Toward Attainment of Academic Goals

	Academic Student Performance Goal	Measure Used to Evaluate Progress Toward Attainment of Goal	Goal - Met, Not Met or Unable to Assess	If not met, describe efforts the school will take to meet goal. If unable to assess goal, type N/A for Not Applicable
Academic Goal 1				
Academic Goal 2				
Academic Goal 3				
Academic Goal 4				
Academic Goal 5				
Academic Goal 6				
Academic Goal 7				
Academic Goal 8				
Academic Goal 9				
Academic Goal 10				

2. Do have more academic goals to add?

(No response)

2019-2020 Progress Toward Attainment of Academic Goals

	Academic Student Performance Goal	Measure Used to Evaluate Progress Toward Attainment of Goal	Goal - Met, Not Met or Unable to Assess	2019-2020 progress toward attainment of goal Met/Not Met/Unable to Assess During Due to Closure
Academic Goal 11				
Academic Goal 12				
Academic Goal 13				
Academic Goal 14				
Academic Goal 15				
Academic Goal 16				
Academic Goal 17				
Academic Goal 18				
Academic Goal 19				
Academic Goal 20				

3. Do have more academic goals to add?

(No response)

2019-2020 Progress Toward Attainment of Academic Goals

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	Academic Student Performance Goal	Measure Used to Evaluate Progress Toward Attainment of Goal	Goal - Met, Not Met or Unable to Meet	If not met, describe efforts the school will take to meet goal. If unable to assess goal, type N/A for Not Applicable
Academic Goal 21				
Academic Goal 22				
Academic Goal 23				
Academic Goal 24				
Academic Goal 25				
Academic Goal 26				
Academic Goal 27				
Academic Goal 28				
Academic Goal 29				
Academic Goal 30				
Academic Goal 31				
Academic Goal 32				
Academic Goal 33				
Academic Goal 34				
Academic Goal 35				
Academic Goal 36				
Academic Goal 37				
Academic Goal 38				
Academic Goal 39				
Academic Goal 40				

4. ORGANIZATION GOALS

For the 2019-2020 school year, any organization goals that cannot be evaluated due to school closure resulting in a lack of data and changes in testing, surveying, and other usual practices should be reported as “N/A”.

2019-2020 Progress Toward Attainment of Organization Goals

	Organizational Goal	Measure Used to Evaluate Progress	Goal - Met, Not Met, or Unable to Assess	If not met, describe efforts the school will take to meet goal. If unable to assess goal, type N/A for Not Applicable
Org Goal 1				
Org Goal 2				
Org Goal 3				
Org Goal 4				
Org Goal 5				
Org Goal 6				
Org Goal 7				
Org Goal 8				
Org Goal 9				
Org Goal 10				
Org Goal 11				
Org Goal 12				
Org Goal 13				

Org Goal 14				
Org Goal 15				
Org Goal 16				
Org Goal 17				
Org Goal 18				
Org Goal 19				
Org Goal 20				

5. Do have more organizational goals to add?

(No response)

6. FINANCIAL GOALS

2019-2020 Progress Toward Attainment of Financial Goals

	Financial Goals	Measure Used to Evaluate Progress	Goal - Met, Not Met, or Partially Met	If not met, describe efforts the school will take to meet goal.
Financial Goal 1				
Financial Goal 2				
Financial Goal 3				
Financial Goal 4				
Financial Goal 5				

7. Do have more financial goals to add?

(No response)

2019-2020 Progress Toward Attainment of Financial Goals

	Financial Goals	Measure Used to Evaluate Progress	Goal - Met, Not Met, or Partially Met	If not met, describe efforts the school will take to meet goal.
Financial Goal 6				
Financial Goal 7				
Financial Goal 8				
Financial Goal 9				
Financial Goal 10				

Thank you.

Entry 3 Accountability Plan Progress Reports

Incomplete

Instructions

SUNY-Authorized Charter Schools ONLY

SUNY-authorized charter schools must download an [Accountability Plan Progress Report template](#). After completing, schools must upload the document into the by September 15, 2020.

Entry 7 Disclosure of Financial Interest Form

Completed Nov 30 2020

Instructions - Multiple Uploads Permitted

Required of ALL Charter Schools by August 3

Each member of the charter school's Board of Trustees who served on a charter school education corporation governing one or more charter schools for any period during the 2019-2020 school year must complete a signed:

- **Regents, NYCDOE, and Buffalo BOE Authorized Schools: [Disclosure of Financial Interest Form](#)**

- **SUNY- Authorized Charter Schools:** [Trustee Financial Disclosure Form](#)

All completed forms must be collected and uploaded in .PDF format for each individual member. If a trustee is not able or available to complete the form by the deadline, the education corporation is responsible for doing so on behalf of the trustee. (Forms completed from past years will not be accepted).

Trustees serving on an education corporation that governs more than one school are not required to complete a separate disclosure for each school governed by the education corporation. In the Disclosure of Financial Interest Form, trustees must disclose information relevant to any of the schools served by the governing education corporation.

[2020-08-19 Merged Financial Disclosure Forms](#)

Filename: 2020 08 19 Merged Financial Disclosure Xp2lXlN.pdf **Size:** 3.0 MB

Entry 8 BOT Membership Table

Completed Aug 3 2020

Instructions

Required of All charter schools

ALL charter schools or education corporations governing multiple schools must complete the Board of Trustees Membership Table within the online portal. Please be sure to include and identify parents who are members of the Board of Trustees and indicate whether parents are voting or non-voting members.

Entry 8 BOT Table

1. SUNY-AUTHORIZED charter schools are required to provide information for VOTING Trustees only.
2. REGENTS, NYCDOE, and BUFFALO BOE-AUTHORIZED charter schools are required to provide information for all --VOTING and NON-VOTING-- trustees.

ACHIEVEMENT FIRST LINDEN CHARTER SCHOOL 331900861072

1. 2019-2020 Board Member Information (Enter info for each BOT member)

Trustee Name	Position on the	Committee	Voting Member	Number of Terms	Start Date of	End Date of	Board Meetings

	and Email Address	Board	Affiliation s	Per By- Laws (Y/N)	Served	Current Term (MM/DD/ YYYY)	Current Term (MM/DD/ YYYY)	Attended During 2019- 2020
1	Dr. Deborah Shanley [REDACTED]	Chair	None	Yes	2	07/01/20 18	06/30/20 21	8
2	Romy Coquillett e [REDACTED]	Vice Chair	None	Yes	2	07/01/20 19	06/30/20 22	8
3	Jonathan Atkeson [REDACTED]	Treasurer	None	Yes	2	07/01/20 19	06/30/20 22	6
4	Andy Hubbard [REDACTED]	Secretary	None	Yes	1	07/01/20 19	06/30/20 22	5 or less
5	Justin Cohen [REDACTED]	Trustee/M ember	None	Yes	2	07/01/20 18	06/30/20 21	5 or less
6	Lee Gelernt [REDACTED]	Trustee/M ember	None	Yes	2	7/1/2017	06/30/20 20	8
	Hon. L. Priscilla							

7	Hall [REDACTED]	Trustee/Member	None	Yes	2	7/1/2017	06/30/2020	6
8	Judith Joseph-Jenkins [REDACTED]	Trustee/Member	None	Yes	1	07/01/2018	06/30/2021	6
9	Christopher Lynch [REDACTED]	Trustee/Member	None	Yes	2	07/01/2020	06/30/2023	7

1a. Are there more than 9 members of the Board of Trustees?

Yes

1b. Current Board Member Information

	Trustee Name and Email Address	Position on the Board	Committee Affiliations	Voting Member Per By-Laws (Y/N)	Number of Terms Served	Start Date of Current Term (MM/DD/YYYY)	End Date of Current Term (MM/DD/YYYY)	Board Meetings Attended During 2019-2020
10	Alison Richards on [REDACTED]	Trustee/Member	None	Yes	1	07/01/2018	06/30/2021	6
11	Will Robalino [REDACTED]	Trustee/Member	None	Yes	1	07/01/2018	06/30/2021	5 or less
12	Amy Arthur Samuels [REDACTED]	Trustee/Member	None	Yes	1	07/01/2018	06/30/2021	8
13	Warren Young [REDACTED]	Trustee/Member	None	Yes	1	07/01/2018	06/30/2021	6
14								
15								

1c. Are there more than 15 members of the Board of Trustees?

No

2. INFORMATION ABOUT MEMBERS OF THE BOARD OF TRUSTEES

1. SUNY-AUTHORIZED charter schools provide response relative to VOTING Trustees only.
2. REGENTS, NYCDOE, and BUFFALO BOE-AUTHORIZED charter schools provide a response relative to all trustees.

a. Total Number of BOT Members on June 30, 2020	13
b.Total Number of Members Added During 2019-2020	2
c. Total Number of Members who Departed during 2019-2020	3
d.Total Number of members, as set in Bylaws, Resolution or Minutes	13

3. Number of Board meetings held during 2019-2020

8

4. Number of Board meetings scheduled for 2020-2021

8

Thank you.

Entry 9 Board Meeting Minutes

Completed Aug 3 2020 Hidden from applicant

[Instructions](#)

Schools must upload a complete set of monthly board meeting minutes (July 2019-June 2020), which should match the number of meetings held during the 2019-2020 school year, as indicated in the above table. The minutes provided must be the final version approved by the school's Board of Trustees and may be uploaded individually or as one single combined file. Board meeting minutes must be submitted by August 3, 2020.

[AF BK Board Minutes](#)

Filename: AF BK Board Minutes Ft65kru.pdf **Size:** 1.9 MB

Entry 10 Enrollment & Retention

Completed Aug 3 2020

[Instructions for submitting Enrollment and Retention Efforts](#)

ALL charter schools must complete this section. Describe the efforts the charter school has made toward meeting targets in 2018-2019 to attract and retain enrollment of Students with Disabilities (SWDs), English Language Learners/Multilingual Learners (ELLs/MLLs), and students who are economically disadvantaged. In addition, describe the school's plans for meeting or making progress toward meeting its enrollment and retention targets in 2019-2020.

Entry 10 Enrollment and Retention of Special Populations

[Instructions for Reporting Enrollment and Retention Strategies](#)

Describe the efforts the charter school has made in 2019-2020 toward meeting targets to attract and retain enrollment of students with disabilities, English language learners/Multilingual learners, and students who are economically disadvantaged. In addition, describe the school's plans for meeting or making progress toward meeting its enrollment and retention targets in 2020-2021.

ACHIEVEMENT FIRST LINDEN CHARTER SCHOOL 331900861072

Recruitment/Attraction Efforts Toward Meeting Targets

	Describe Recruitment Efforts in 2019-2020	Describe Recruitment Plans in 2020-2021
	The schools partner with the Achievement First (AF) student recruitment team to carry out a	

Economically Disadvantaged

comprehensive recruitment strategy consisting of direct outreach, Refer A Friend campaigns, information sessions, school-based open houses, presentations at local education agencies and community based organizations, neighborhood canvassing at nearby high density housing and building locations, participating in the NYC Charter Center application, geo targeted mailings, and both online and outdoor advertising. These techniques have been successful in generating applications and in sharing the opportunity to apply with low-income families. In 2009, all AF schools implemented an at-risk preference for low-income families, and as a result the vast majority of all entering families have qualified for free or reduced price lunch. As a result of extensive presentations to community organizations that serve low-income families, including Head Start and NYCHA daycare centers, the applicant pool of free and reduced price applicants has been large, and the preference has been effective at substantially matching the district percentages of low-income students for the incoming classes.

We plan to use the same 2019-20 recruitment plans in the 2020-2021 school year.

The AF student recruitment team is bilingual and has made extensive efforts to reach out to families who speak languages other than English. All outdoor signs are in both English and

Spanish, as are all brochures and other marketing materials, including the AF website page for student enrollment. In 2019-20, for instance, direct, bilingual recruiting materials reached more than 30,000 families throughout Brooklyn.

Additionally, Spanish speaking members of the recruitment team have presented in Spanish at Head Start daycares and community organizations (e.g., The Coalition for Hispanic Family Services and Bushwick United), and multiple members of the parent led “street teams” that recruited directly in the community were Spanish speakers. While these techniques may change year to year, these are representative of recent recruitment methods. The lottery also uses a weighted preference for English Language Learners (ELLs), which the schools doubled for the 2016-17 school year in an effort to both admit and enroll more ELLs.

The last two recruitment seasons included community outreach, canvassing, and event tabling to engage with potential families as well as a wide variety of tactics including, but not limited to:

Distributed thousands of brochures and other materials in bilingual format (English/Spanish).

Attended the Include NYC fair on January 25, 2020 which had hundreds of families, including families of ELLs and other at-risk students, in attendance. As with other events, a bilingual

We plan to use the same 2019-20 recruitment plans in the 2020-2021 school year.

English Language Learners/Multilingual Learners

community outreach associate was present.

Over the course of a given lottery cycle, AF drops off and mails Spanish applications to numerous local daycare centers (e.g., approximately 400 community organizations/daycare centers across many sections of Brooklyn). In February 2019, March 2019, and April 2019, for instance, AF tabled several times at New Life Early Development Head Start in Bushwick, and the majority of families in attendance primarily spoke languages other than English.

AF provides translators at orientation and community engagement events at AF schools.

For our non-fluent Spanish speaking recruitment team members, we also utilized Google Translate when we encountered Spanish-only speaking families.

The refer-a-friend program is shared with families in English and Spanish in the hope of generating word of mouth interest.

Schools hang recruitment banners outside their facilities in English and Spanish.

For families that were never selected off of waitlists in previous years and had indicated they were not English speaking families, AF reaches out in subsequent years with native language speakers (i.e., Spanish-speaking) in order to inform the families about the ability to re-

	apply to AF schools.	
Students with Disabilities	<p>Efforts to recruit students with disabilities have focused primarily on making clear in promotional materials and presentations that AF is highly effective for students with disabilities, and that we offer services in accordance with Individualized Education Programs (IEPs). In addition, the recruitment team reaches out annually to day care centers that are identified by the NYC Department of Education as serving students with disabilities and participated in an IncludeNYC fair that focuses on providing resources to families with students with disabilities. The AF student recruitment team has partnered with the network special services team to ensure that marketing materials capture the range of services available. AF has reached out specifically to community members who previously agreed to partner with the community outreach team to conduct a family focus group on how AF schools could best meet their needs. During this focus group, the mother of a student with a disability said that her greatest struggle was finding a public school option that held the highest academic standards for her child despite his disability. The school is just such an option, committed to getting every scholar who walks through our doors to and through college. We believe that sending this</p>	<p>We plan to use the same 2019-20 recruitment plans in the 2020-2021 school year.</p>

message to families with students who have special needs will be a powerful recruiting technique, and will help us meet the enrollment target for this population. The lottery also uses a weighted preference for students with disabilities.

Retention Efforts Toward Meeting Targets

	Describe Retention Efforts in 2019-2020	Describe Retention Plans in 2020-2021
	<p>Retention of students at AF schools is a network-wide priority. The AF report card sets an accountability measure of 5% choice attrition for each school. While reliable mobility statistics for New York City are difficult to ascertain, we believe that a mobility rate of 5% is significantly below the average annual turnover of students in urban schools. We believe that retention of students within at-risk populations depends primarily on the academic progress these students are making. As such, the most important retention efforts for at-risk populations will be great instruction, and regular review of data that ensures that students in these populations are receiving the supports and services they need in order to be successful. Data—including academic performance, attendance, and behavior data—are disaggregated and shared with the school leadership team, so that early warning signs can</p>	

<p>Economically Disadvantaged</p>	<p>be identified and appropriate interventions identified. AF school leaders and regional superintendents regularly share student retention strategies.</p> <p>An example of a best practice that AF schools utilize is early identification and intervention with families considering leaving. This approach uses historical data on attrition to identify risk factors that predict future attrition. AF schools use this information to develop specific family engagement and support strategies for scholars who are at risk of leaving. Experience across the network has shown that strong relationships and thoughtful discussions with families are often what make the difference when having a difficult discussion with family members. AF regional superintendents specifically coach principals on how to have effective conversations with families regarding topics such as retention in grade. Tailored family specific strategies will be developed to ensure that we do everything possible to keep these students with us.</p>	<p>We plan to use the same 2019-20 retention plans in the 2020-2021 school year.</p>
	<p>Retention of students at AF schools is a network-wide priority. The AF report card sets an accountability measure of 5% choice attrition for each school. While reliable mobility statistics for New York City are difficult to ascertain, we believe that a mobility rate of 5% is</p>	

English Language
Learners/Multilingual Learners

significantly below the average annual turnover of urban students. We believe that retention of students within at-risk populations depends primarily on the academic progress these students are making. As such, the most important retention efforts for at-risk populations will be great instruction, and regular review of data that ensures that students in these populations are receiving the supports and services they need in order to be successful. Data—including academic performance, attendance, and behavior data—are disaggregated and shared with the school leadership team, so that early warning signs can be identified and appropriate interventions identified. AF school leaders and regional superintendents regularly share student retention strategies.

We believe that the factors above also apply to ELLs. Because parents of ELLs often do not speak English fluently themselves, the nuanced conversations about academic performance can be more difficult. The English as a Second Language (ESL) teacher or intervention coordinator (depending on the number of ELL students enrolled) will be primarily responsible for proactively developing relationships and trust with families of ELLs as soon as the student is identified as limited English proficient, regardless of

We plan to use the same 2019-20 retention plans in the 2020-2021 school year.

academic performance. We believe that these proactive relationship building practices will establish the trust necessary to identify families early who are at risk for leaving, and to intervene effectively to persuade them to stay with us. AF also translates and uses translators as necessary for school policies, student-specific information and communications with families.

Retention of students at AF schools is a network wide priority. The AF report card sets an accountability measure of 5% choice attrition for each school. While reliable mobility statistics for New York City are difficult to ascertain, we believe that a mobility rate of 5% is significantly below the average annual turnover of urban students. We believe that retention of students within at-risk populations depends primarily on the academic progress these students are making. As such, the most important retention efforts for at-risk populations will be great instruction, and regular review of data that ensures that students in these populations are receiving the supports and services they need in order to be successful. Data—including academic performance, attendance, and behavior data—are disaggregated and shared with the school leadership team, so that early warning signs can be identified and appropriate interventions identified. AF

Students with Disabilities

school leaders and regional superintendents regularly share student retention strategies.

We believe that strong Tier 2 and Tier 3 interventions, complemented by strong family relationships, are the most effective approaches to prevent the attrition of students with disabilities. In addition to the attrition risk factors described above, we believe there are at least two additional factors for families of students with disabilities. First, families of students with disabilities are more likely to leave if they believe that we hold lower expectations for their children than for their regular education peers. Second, these families are at risk for leaving if they do not understand the services being provided for their children, or if they perceive that more extensive services might be available at another school. As described above, our communication with families about the high expectations we hold for every child, and the differentiated supports we provide to make sure each child meets these expectations, will begin with our student recruitment process. These messages will be reinforced in family chats (which are requested of all incoming families), family conferences, and all other communication with families of students with disabilities. Additionally, the network support data team and

We plan to use the same 2019-20 retention plans in the 2020-2021 school year.

regional director of special services will provide disaggregated academic and behavioral data for students with disabilities directly to the principals on a monthly basis, to flag any student for whom additional support is needed. Our experience has been that when students with disabilities make strong academic progress, their families' bond with the school strengthens and they are more likely to stay with us.

Entry 12 Percent of Uncertified Teachers

Incomplete Hidden from applicant

Instructions

Required of Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools ONLY

The table below reflects the information collected through the online portal for compliance with New York State Education Law 2854(3)(a-1) for teaching staff qualifications. Uncertified teachers are those not certified pursuant to the State Certification Requirements established by the NYSED Commissioner of Education.

Entry 12 Uncertified Teachers

School Name: ACHIEVEMENT FIRST LINDEN CHARTER SCHOOL 331900861072

Instructions for Reporting Percent of Uncertified Teachers

Required of Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools

The table below reflects the information collected through the online portal for compliance with New York State Education Law 2854(3)(a-1) for teaching staff qualifications. Uncertified teachers are those not certified pursuant to the State Certification Requirements established by the NYSED Commissioner of Education. Enter the relevant full-time equivalent (FTE) count of teachers in each column. For example, a school with 20 full-time teachers and 5 half-time teachers would have an FTE count of 22.5.

If more than one line applies to a teacher, please include in only one FTE uncertified category. Please do not include paraprofessionals, such as teacher aides.

CATEGORY A. 30% OR 5 UNCERTIFIED TEACHERS WHICHEVER IS LESS

	FTE Count
i. FTE count of uncertified teacher with at least three years of elementary, middle or secondary classroom teaching experience (as of June 30, 2020)	
ii. FTE count of uncertified teachers who are tenured or tenure track college faculty (as of June 30, 2020)	
iii. FTE count of uncertified teachers with two years of Teach for America experience (as of June 30, 2020)	
iv. FTE count of uncertified teachers with exceptional business, professional, artistic, athletic, or military experience (as June 30, 2020)	
Total Category A: 5 or 30% whichever is less	0

CATEGORY B. PLUS FIVE UNCERTIFIED TEACHERS IN MATHEMATICS, SCIENCE, COMPUTER SCIENCE, TECHNOLOGY OR CAREER AND TECHNICAL EDUCATION.

	FTE Count
i. FTE count of uncertified teacher with at least three years of elementary, middle or secondary classroom teaching experience (as of June 30, 2020)	
ii. FTE count of uncertified teachers who are tenured or tenure track college faculty (as of June 30, 2020)	
iii. FTE count of uncertified teachers with two years of Teach for America experience (as of June 30, 2020)	
iv. FTE count of uncertified teachers with exceptional business, professional, artistic, athletic, or military experience (as June 30, 2020)	
Total Category B: not to exceed 5	0

CATEGORY C: PLUS 5 ADDITIONAL UNCERTIFIED TEACHERS

	FTE Count
i. FTE count of uncertified teacher with at least three years of elementary, middle or secondary classroom teaching experience (as of June 30, 2020)	
ii. FTE count of uncertified teachers who are tenured or tenure track college faculty (as of June 30, 2020)	
iii. FTE count of uncertified teachers with two years of Teach for America experience (as of June 30, 2020)	
iv. FTE count of uncertified teachers with exceptional business, professional, artistic, athletic, or military experience (as June 30, 2020)	
Total Category C: not to exceed 5	0

CATEGORY D: TOTAL FTE COUNT OF UNCATEGORIZED, UNCERTIFIED TEACHERS

(Include teachers who do not fit in one of these categories or if did fit would exceed the numerical limits for that category)

	FTE Count
Total Category D	

CATEGORY E: TOTAL FTE COUNT OF CERTIFIED TEACHERS

	FTE Count
Total Category E	

CATEGORY F: TOTAL FTE COUNT OF ALL TEACHERS

Please do not include paraprofessionals, such as teacher aides.

	FTE Count
Total Category F	



Thank you.

Entry 13 Organization Chart

Incomplete Hidden from applicant

[Instructions](#)

Required of Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools ONLY

Upload the 2019-2020 **Organization Chart**. The organization chart should include position titles and reporting relationships. Employee names should not appear on the chart.

Entry 14 School Calendar

Completed Aug 3 2020

[Instructions for submitting School Calendar](#)

Required of ALL Charter Schools

Given these uncertain and changing times, charter schools may or may not have a school calendar ready to upload by the submission deadline this year of August 3, 2020. If the charter school has a tentative calendar based on available information and guidance at the time, please submit with the August 3rd submission. Charter schools will be able to upload an updated school calendar into the portal at any time but no later than **September 15, 2020**.

School calendars must meet the [minimum instructional requirements](#) adopted by the Board of Regents in 2018.

Board of Regents-authorized charter schools are required to submit school calendars that clearly indicate the start and end date of the instructional year AND the number of instructional hours and/or instructional days for each month.

[NY ES](#)

Filename: NY ES L5nennd.pdf **Size:** 136.2 kB

[NY MS](#)

Filename: NY MS aNfLsdR.pdf **Size:** 136.7 kB

Entry 15 Links to Critical Documents on School Website

Incomplete Hidden from applicant

Instructions

Required of Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools ONLY

By law, each charter school is required to maintain certain notices and policies listed on its website. Please insert the link from the school's website for each of the items:

1. Most recently filed Annual Report (i.e., 2018-19 Annual Report);
2. Most recent board meeting notice, documents to be discussed at the meeting (if any), and webcast of Board meetings (if held virtually per Governor's Executive Order);
3. Link to New York State School Report Card;
4. Lottery Notice announcing date of lottery;
5. Authorizer-approved DASA Policy;
6. District-wide safety plan and Authorizer-approved Discipline Policy (as per August 29, 2019 [Emergency Response Plan Memo](#));
7. Authorizer-approved FOIL Policy; and
8. Subject matter list of FOIL records.
9. Link to School Reopening Plan

Form for Entry 15 Links to Critical Documents on School Website

School Name: AF Linden Charter School

Required of Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools ONLY

By law, each charter school is required to maintain certain notices and policies listed on its website. Please insert the link from the school’s website for each of the items:

	Link to Documents
1. Most Recent Annual Report (i.e., 2018-19)	
2. Most Recent Board Meeting Notice and Related Agenda Item Documents	
2a. Webcast of Board Meetings (per Governor's Executive Order)	
3. Link to NYS School Report Card	
4. Most Recent Lottery Notice Announcing Lottery	
5. Authorizer-Approved DASA Policy	
6. District-wide Safety Plan	
6a. Authorizer-Approved Discipline Policy (as per August 29, 2019 Emergency Response Plan Memo)	
7. Authorizer-Approved FOIL Policy	
8. Subject matter list of FOIL records	
9. Link to School Reopening Plan	

Thank you.



Entry 16 COVID 19 Related Information

Completed Aug 3 2020

Instructions

Required of ALL charter schools

Please provide the number of students attending instruction on the last day instruction was provided within physical school facilities and the number of students participating in virtual programming on the last day such programming was offered for the 2019-2020 school year.

If applicable, please provide the name and publisher of all end of year assessments provided by grade level as well as the number of participating students. Board of Regents-authorized charter schools are

encouraged to refer to Appendix B of the [Remote Monitoring and Oversight Plan Spring 2020](#) remote for best practices regarding end of year assessments in a remote learning environment.

Entry 16 COVID 19 Related Information

School Name: AF Linden Charter School

TABLE 1: 2019-2020 Enrollment, Attendance and Participation Between March-June 2020

Please provide the number of students attending instruction on the last day instruction was provided within physical school facilities and the number of students participating in virtual programming on the last day such programming was offered for the 2019-2020 school year.

	Number of students enrolled in school on the last day instruction was provided within physical school facilities	Number of students attending instruction on the last day instruction was provided within physical school facilities	Number of students participating in virtual programming on the last day such programming was offered for the 2019-20 school year
	634	604	612

Table 2: 2019-2020 Assessments and Grade Participation

If applicable, please provide the name and publisher of all end of year assessments provided by grade level as well as the number of participating students. Board of Regents-authorized charter schools are encouraged to refer to Appendix B of the [Remote Monitoring and Oversight Plan Spring 2020](#) remote for best practices regarding end of year assessments in a remote learning environment.

Assessment Title	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8	Grade 9	Grade 10	Grade 11	Grade 12	Number of Participants

															ting Stud ents
	STA R Rea ding	✘	✘	✘	✘	✘	✓	✓	✘	✘	✘	✘	✘	✘	
	NW EA MAP Scie nce	✘	✘	✘	✘	✘	✓	✓	✘	✘	✘	✘	✘	✘	
	ACT Aspi re Scie nce Inte rim Ass ess me nt	✘	✘	✘	✘	✘	✓	✓	✘	✘	✘	✘	✘	✘	
	STE P/F &P	✘	✘	✘	✓	✓	✘	✘	✘	✘	✘	✘	✘	✘	
		✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	
		✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	
		✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	
		✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	
		✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	
		✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	
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		✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	
		✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	
		✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	



<p>FOR INSTITUTE USE ONLY</p> <p>FILING FOR SCHOOL YEAR: _____</p> <p>DATE RECEIVED: _____</p>

**DISCLOSURE OF FINANCIAL INTEREST
BY A NOT-FOR-PROFIT CHARTER SCHOOL
EDUCATION CORPORATION TRUSTEE**

- Name of education corporation: **Achievement First Brooklyn**
- Trustee’s name (print): **Alison Richardson**
- Position(s) on board, if any: (e.g., chair, treasurer, committee chair, etc.): **Trustee**
- Home address: [REDACTED]
- Business Address:
- Daytime phone: [REDACTED]
- E-mail: [REDACTED]
- Is Trustee an employee of the education corporation? ___Yes. **XX** No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

9. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members have held or engaged in with the education corporation during the prior school year. If there has been no such financial interest or transaction, please *write “None.”* Please note that if you answered yes to Question 8, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Identity of Person Holding Interest or Engaging in Transaction (e.g., you and/or immediate family member (name))
None	N/A	N/A	N/A
<i>Please write “None” if applicable. Do not leave this space blank.</i>			

10. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or your immediate family member(s) had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the education corporation that is doing business with the education corporation through a management or services agreement, you need not list every transaction between such entity and the education corporation that is pursuant to such agreement; rather, please identify only the name of the entity, your position in the entity as well as the relationship between such entity and the education corporation. If there was no financial interest, please *write "None."*

Entity Conducting Business with the Education Corporation	Nature of Business Conducted	Approximate Value of the Business Conducted	Name of Trustee and/or Immediate Family Holding an Interest in the Entity Conducting Business with the Education Corporation and the Nature of the Interest	Steps Taken to Avoid Conflict of Interest
None	N/A	N/A	N/A	N/A
<i>Please write "None" if applicable. Do not leave this space blank.</i>				

Alison Richardson

8/3/2020

Signature

Date



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**DISCLOSURE OF FINANCIAL INTEREST
BY A NOT-FOR-PROFIT CHARTER SCHOOL
EDUCATION CORPORATION TRUSTEE**

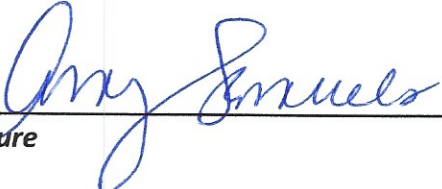
- Name of education corporation: **Achievement First Brooklyn**
- Trustee's name (print): **Amy Arthur Samuels**
- Position(s) on board, if any: (e.g., chair, treasurer, committee chair, etc.): **Trustee**
- Home address: [REDACTED]
- Business Address:
- Daytime phone: [REDACTED]
- E-mail: [REDACTED]
- Is Trustee an employee of the education corporation? ___ Yes. **XX** No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

9. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members have held or engaged in with the education corporation during the prior school year. If there has been no such financial interest or transaction, please *write "None."* Please note that if you answered yes to Question 8, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Identity of Person Holding Interest or Engaging in Transaction (e.g., you and/or immediate family member (name))
None	N/A	N/A	N/A
<i>Please write "None" if applicable. Do not leave this space blank.</i>			

10. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or your immediate family member(s) had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the education corporation that is doing business with the education corporation through a management or services agreement, you need not list every transaction between such entity and the education corporation that is pursuant to such agreement; rather, please identify only the name of the entity, your position in the entity as well as the relationship between such entity and the education corporation. If there was no financial interest, please *write "None."*

Entity Conducting Business with the Education Corporation	Nature of Business Conducted	Approximate Value of the Business Conducted	Name of Trustee and/or Immediate Family Holding an Interest in the Entity Conducting Business with the Education Corporation and the Nature of the Interest	Steps Taken to Avoid Conflict of Interest
None	N/A	N/A	N/A	N/A
<i>Please write "None" if applicable. Do not leave this space blank.</i>				



 Signature

07/30/2020
 Date



**DISCLOSURE OF FINANCIAL INTEREST
BY A NOT-FOR-PROFIT CHARTER SCHOOL
EDUCATION CORPORATION TRUSTEE**

1. Name of education corporation: **Achievement First Brooklyn**
2. Trustee’s name (print): **Andy Hubbard**
3. Position(s) on board, if any: (e.g., chair, treasurer, committee chair, etc.): **Secretary**
4. Home address: [REDACTED]
5. Business Address:
6. Daytime phone: [REDACTED]
7. E-mail: [REDACTED]
8. Is Trustee an employee of the education corporation? ___ Yes. **XX** No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

9. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members have held or engaged in with the education corporation during the prior school year. If there has been no such financial interest or transaction, please *write "None."* Please note that if you answered yes to Question 8, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Identity of Person Holding Interest or Engaging in Transaction (e.g., you and/or immediate family member (name))
None	N/A	N/A	N/A

Please write "None" if applicable. Do not leave this space blank.

10. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or your immediate family member(s) had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the education corporation that is doing business with the education corporation through a management or services agreement, you need not list every transaction between such entity and the education corporation that is pursuant to such agreement; rather, please identify only the name of the entity, your position in the entity as well as the relationship between such entity and the education corporation. If there was no financial interest, please *write "None."*

Entity Conducting Business with the Education Corporation	Nature of Business Conducted	Approximate Value of the Business Conducted	Name of Trustee and/or Immediate Family Holding an Interest in the Entity Conducting Business with the Education Corporation and the Nature of the Interest	Steps Taken to Avoid Conflict of Interest
None	N/A	N/A	N/A	N/A
<i>Please write "None" if applicable. Do not leave this space blank.</i>				



Signature

8/4/2020

Date



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**DISCLOSURE OF FINANCIAL INTEREST
BY A NOT-FOR-PROFIT CHARTER SCHOOL
EDUCATION CORPORATION TRUSTEE**

- Name of education corporation: **Achievement First Brooklyn**
- Trustee's name (print): **Christopher Lynch**
- Position(s) on board, if any: (e.g., chair, treasurer, committee chair, etc.): **Trustee**
- Home address: [REDACTED]
- Business Address:
- Daytime phone: [REDACTED]
- E-mail: [REDACTED]
- Is Trustee an employee of the education corporation? Yes. No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

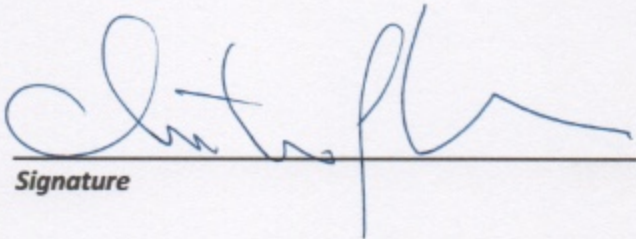
9. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members have held or engaged in with the education corporation during the prior school year. If there has been no such financial interest or transaction, please write "None." Please note that if you answered yes to Question 8, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Identity of Person Holding Interest or Engaging in Transaction (e.g., you and/or immediate family member (name))
None	N/A	N/A	N/A
<i>Please write "None" if applicable. Do not leave this space blank.</i>			

10. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or your immediate family member(s) had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the education corporation that is doing business with the education corporation through a management or services agreement, you need not list every transaction between such entity and the education corporation that is pursuant to such agreement; rather, please identify only the name of the entity, your position in the entity as well as the relationship between such entity and the education corporation. If there was no financial interest, please write "None."

Entity Conducting Business with the Education Corporation	Nature of Business Conducted	Approximate Value of the Business Conducted	Name of Trustee and/or Immediate Family Holding an Interest in the Entity Conducting Business with the Education Corporation and the Nature of the Interest	Steps Taken to Avoid Conflict of Interest
None	N/A	N/A	N/A	N/A

Please write "None" if applicable. Do not leave this space blank.



 Signature

7/31/20

 Date

**DISCLOSURE OF FINANCIAL INTEREST
BY A NOT-FOR-PROFIT CHARTER SCHOOL
EDUCATION CORPORATION TRUSTEE**

1. Name of education corporation: **Achievement First Brooklyn**
2. Trustee’s name (print): **Dr. Deborah Shanley**
3. Position(s) on board, if any: (e.g., chair, treasurer, committee chair, etc.): **Board Chair**
4. Home address: [REDACTED]
5. Business Address: [REDACTED]
6. Daytime phone: [REDACTED]
7. E-mail: [REDACTED]
8. Is Trustee an employee of the education corporation? ___Yes. **XX** No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

9. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members have held or engaged in with the education corporation during the prior school year. If there has been no such financial interest or transaction, please *write “None.”* Please note that if you answered yes to Question 8, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Identity of Person Holding Interest or Engaging in Transaction (e.g., you and/or immediate family member (name))
None	N/A	N/A	N/A

Please write “None” if applicable. Do not leave this space blank.

10. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or your immediate family member(s) had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the education corporation that is doing business with the education corporation through a management or services agreement, you need not list every transaction between such entity and the education corporation that is pursuant to such agreement; rather, please identify only the name of the entity, your position in the entity as well as the relationship between such entity and the education corporation. If there was no financial interest, please *write "None."*

Entity Conducting Business with the Education Corporation	Nature of Business Conducted	Approximate Value of the Business Conducted	Name of Trustee and/or Immediate Family Holding an Interest in the Entity Conducting Business with the Education Corporation and the Nature of the Interest	Steps Taken to Avoid Conflict of Interest
None	N/A	N/A	N/A	N/A
<i>Please write "None" if applicable. Do not leave this space blank.</i>				

Deborah Shanley

8/4/2020

Signature

Date



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**DISCLOSURE OF FINANCIAL INTEREST
BY A NOT-FOR-PROFIT CHARTER SCHOOL
EDUCATION CORPORATION TRUSTEE**

- Name of education corporation: **Achievement First Brooklyn**
- Trustee’s name (print): **Jonathan Atkeson**
- Position(s) on board, if any: (e.g., chair, treasurer, committee chair, etc.): **Treasurer**
- Home address: [REDACTED]
- Business Address:
- Daytime phone: [REDACTED]
- E-mail: [REDACTED]
- Is Trustee an employee of the education corporation? ___Yes. **XX** No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

9. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members have held or engaged in with the education corporation during the prior school year. If there has been no such financial interest or transaction, please *write “None.”* Please note that if you answered yes to Question 8, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Identity of Person Holding Interest or Engaging in Transaction (e.g., you and/or immediate family member (name))
None	N/A	N/A	N/A
<i>Please write “None” if applicable. Do not leave this space blank.</i>			

10. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or your immediate family member(s) had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the education corporation that is doing business with the education corporation through a management or services agreement, you need not list every transaction between such entity and the education corporation that is pursuant to such agreement; rather, please identify only the name of the entity, your position in the entity as well as the relationship between such entity and the education corporation. If there was no financial interest, please *write "None."*

Entity Conducting Business with the Education Corporation	Nature of Business Conducted	Approximate Value of the Business Conducted	Name of Trustee and/or Immediate Family Holding an Interest in the Entity Conducting Business with the Education Corporation and the Nature of the Interest	Steps Taken to Avoid Conflict of Interest
None	N/A	N/A	N/A	N/A
<i>Please write "None" if applicable. Do not leave this space blank.</i>				

Jonathan Atkeson

8/3/2020

Signature

Date



FOR INSTITUTE USE ONLY
FILING FOR SCHOOL YEAR: _____
DATE RECEIVED: _____

**DISCLOSURE OF FINANCIAL INTEREST
BY A NOT-FOR-PROFIT CHARTER SCHOOL
EDUCATION CORPORATION TRUSTEE**

- Name of education corporation: **Achievement First Brooklyn**
- Trustee’s name (print): **Judith Joseph-Jenkins**
- Position(s) on board, if any: (e.g., chair, treasurer, committee chair, etc.): **Trustee**
- Home address: [REDACTED]
- Business Address:
- Daytime phone: [REDACTED]
- E-mail: [REDACTED]
- Is Trustee an employee of the education corporation? ___Yes. **XX** No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

9. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members have held or engaged in with the education corporation during the prior school year. If there has been no such financial interest or transaction, please *write “None.”* Please note that if you answered yes to Question 8, you need not disclose again your employment status, salary, etc.

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None	N/A	N/A	N/A
<i>Please write “None” if applicable. Do not leave this space blank.</i>			

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None	N/A	N/A	N/A	N/A
<i>Please write "None" if applicable. Do not leave this space blank.</i>				

Judith Joseph-Jenkins

8/3/2020

Signature

Date

**DISCLOSURE OF FINANCIAL INTEREST
BY A NOT-FOR-PROFIT CHARTER SCHOOL
EDUCATION CORPORATION TRUSTEE**

1. Name of education corporation: **Achievement First Brooklyn**
2. Trustee’s name (print): **Justin Cohen**
3. Position(s) on board, if any: (e.g., chair, treasurer, committee chair, etc.): **Trustee**
4. Home address: [REDACTED]
5. Business Address:
6. Daytime phone: [REDACTED]
7. E-mail: [REDACTED]
8. Is Trustee an employee of the education corporation? ___Yes. **XX** No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

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None	N/A	N/A	N/A	N/A
<i>Please write "None" if applicable. Do not leave this space blank.</i>				

Justin Cohen

Signature

8/3/2020

Date



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**DISCLOSURE OF FINANCIAL INTEREST
 BY A NOT-FOR-PROFIT CHARTER SCHOOL
 EDUCATION CORPORATION TRUSTEE**

1. Name of education corporation: **Achievement First Brooklyn**
2. Trustee’s name (print): **Lee Gelernt**
3. Position(s) on board, if any: (e.g., chair, treasurer, committee chair, etc.): **Trustee**
4. Home address: [REDACTED]
5. Business Address:
6. Daytime phone: [REDACTED]
7. E-mail: [REDACTED]
8. Is Trustee an employee of the education corporation? ___Yes. **XX** No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

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None	N/A	N/A	N/A	N/A
<i>Please write "None" if applicable. Do not leave this space blank.</i>				

Lee Geleunt

Signature

8/13/2020

Date



**DISCLOSURE OF FINANCIAL INTEREST
BY A NOT-FOR-PROFIT CHARTER SCHOOL
EDUCATION CORPORATION TRUSTEE**

1. Name of education corporation: **Achievement First Brooklyn**
2. Trustee's name (print): **Hon. L. Priscilla Hall**
3. Position(s) on board, if any: (e.g., chair, treasurer, committee chair, etc.): **Trustee**
4. Home address: [REDACTED]
5. [REDACTED]
6. [REDACTED]
7. Business Address:
8. Daytime phone: [REDACTED]
9. E-mail: [REDACTED]
10. Is Trustee an employee of the education corporation? ___Yes. **XX** No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

11. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members have held or engaged in with the education corporation during the prior school year. If there has been no such financial interest or transaction, please *write "None."* Please note that if you answered yes to Question 8, you need not disclose again your employment status, salary, etc.

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None	N/A	N/A	N/A

Please write "None" if applicable. Do not leave this space blank.

12. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or your immediate family member(s) had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the education corporation that is doing business with the education corporation through a management or services agreement, you need not list every transaction between such entity and the education corporation that is pursuant to such agreement; rather, please identify only the name of the entity, your position in the entity as well as the relationship between such entity and the education corporation. If there was no financial interest, please *write "None."*

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None	N/A	N/A	N/A	N/A
<i>Please write "None" if applicable. Do not leave this space blank.</i>				

L. Priscilla Hall

Signature

8/13/2020

Date



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**DISCLOSURE OF FINANCIAL INTEREST
BY A NOT-FOR-PROFIT CHARTER SCHOOL
EDUCATION CORPORATION TRUSTEE**

- Name of education corporation: **Achievement First Brooklyn**
- Trustee's name (print): **Romy Coquillette**
- Position(s) on board, if any: (e.g., chair, treasurer, committee chair, etc.): **Vice Chair**
- Home address: [REDACTED]
- Business Address:
- Daytime phone: [REDACTED]
- E-mail: [REDACTED]
- Is Trustee an employee of the education corporation? ___Yes. **XX** No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

9. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members have held or engaged in with the education corporation during the prior school year. If there has been no such financial interest or transaction, please write "None." Please note that if you answered yes to Question 8, you need not disclose again your employment status, salary, etc.

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None <i>Please write "None" if applicable. Do not leave this space blank.</i>	N/A	N/A	N/A

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None	N/A	N/A	N/A	N/A
<i>Please write "None" if applicable. Do not leave this space blank.</i>				

Romy Cognolletta
Signature

7/31/20
Date



**DISCLOSURE OF FINANCIAL INTEREST
BY A NOT-FOR-PROFIT CHARTER SCHOOL
EDUCATION CORPORATION TRUSTEE**

1. Name of education corporation: **Achievement First Brooklyn**
2. Trustee’s name (print): **Warren Young**
3. Position(s) on board, if any: (e.g., chair, treasurer, committee chair, etc.): **Trustee**
4. Home address: [REDACTED]
5. [REDACTED]
6. Business Address:
7. Daytime phone: [REDACTED]
8. E-mail: [REDACTED]
9. Is Trustee an employee of the education corporation? ___ Yes. **XX** No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

10. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members have held or engaged in with the education corporation during the prior school year. If there has been no such financial interest or transaction, please *write "None."* Please note that if you answered yes to Question 8, you need not disclose again your employment status, salary, etc.

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None	N/A	N/A	N/A	N/A
<i>Please write "None" if applicable. Do not leave this space blank.</i>				

Warren Young

Signature

8/13/2020

Date



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**DISCLOSURE OF FINANCIAL INTEREST
 BY A NOT-FOR-PROFIT CHARTER SCHOOL
 EDUCATION CORPORATION TRUSTEE**

1. Name of education corporation: **Achievement First Brooklyn**
2. Trustee’s name (print): **Will Robalino**
3. Position(s) on board, if any: (e.g., chair, treasurer, committee chair, etc.): **Trustee**
4. Home address: [REDACTED]
5. Business Address:
6. Daytime phone: [REDACTED]
7. E-mail: [REDACTED]
8. Is Trustee an employee of the education corporation? ___Yes. **XX** No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

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<i>Please write "None" if applicable. Do not leave this space blank.</i>				

Signature

Date

**Achievement First (AF) Brooklyn Charter Schools
Board of Trustees Meeting**

Thursday, August 22, 2019

AF Network Support Offices, 335 Adams Street, Suite 700, Brooklyn, NY

- BOARD APPROVED MEETING MINUTES -

Board Members in Attendance:

Alison Richardson, Romy Coquillette, Chris Lynch, Jon Atkeson, Will Robalino, Justin Cohen, Deb Shanley, Judith Jenkins, Angela Tucker, Amy Arthur Samuels

Staff and Guests in Attendance: Erika Hval, David Crockett, Victor De La Paz, Ken Paul, Fatimah Barker, Sarah Blanton, Channa Williams, Dacia Toll, Melika Forbes, Joyce Truong, Shannon Dwyer Pasch, Kate Fletcher, Ellen McBurney, Kandace Simmons, Tony Maruka, Stephanie Keenoy (attending by phone), Chi Tschang (attending by phone), Kevin Anderle (attending by phone), Rich Billings (attending by phone), Amy Christie (attending by phone), Maura Bonanni (attending by phone)

Erika Hval recorded the minutes. The meeting was called to order at 5:21PM.

1. Brooklyn Facilities

Victor De La Paz, AF CFO, explained why it is important that AF understand available borrowing options as we consider upcoming facilities purchases. Rich Billings from the Charter School Growth Fund phoned in to give an introductory presentation on these options, including social impact funds, tax-exempt bonds, and bank loans. Mr. Billings and Mr. De La Paz answered Board member questions about risk, interest rates, refinancing, political climate changes, and feasibility fees.

Guests from Turner Impact Capital (Joyce Truong, Shannon Dwyer Pasch) provided an overview of their organization, which develops properties used for education, healthcare, and workforce housing purposes. They reviewed their affordability model, traditional lease options, and sources of funding as a social impact firm. They summarized past work and answered questions regarding how their services might be potentially applied to future AF projects.

Kate Fletcher, contracted by AF to complete a demographic study of Queens, presented her findings. She highlighted several neighborhoods in the borough that have unmet demand for high-quality primary education institutions. Dacia Toll, AF CEO, explained that this demand in Queens, paired with an increasingly competitive landscape in Brooklyn, creates a strong argument for shifting AF's future New York growth into Queens. She asked the Board to consider allowing AF to pursue a charter transfer into the borough.



Guests from Civic Builders (Ellen McBurney, Kandace Simmons, Tony Maruka) introduced themselves as a non-profit developer (focusing on New York, New Jersey, and Rhode Island) and lender (nation-wide), providing turnkey development and financial services. They reviewed their rent model in depth, answered questions regarding past projects, and discussed how their services might benefit future AF developments.

2. Bridge Scholarship Update and Proposal

Ms. Toll reviewed preliminary results from the bridge funding scholarship pilot program initially approved by the Board in March 2019. She shared that the scholarship allowed the first cohort's 21 recipients to matriculate into colleges with significantly higher Estimated College Completion (ECC) rates than if they hadn't received the funding. Ms. Toll also explained that among the Class of 2019 as a whole, the overall ECC rate declined compared to last year. Ms. Toll explained that this dip has further pushed AF to focus on college success initiatives like the scholarship program, and she agreed to speak to the Board at a future meeting to review other plans and strategies AF has in place to better ensure college readiness and persistence for all scholars.

Ms. Toll and Team College staff members Maura Bonanni and Amy Christie proposed plans for the second year of the scholarship program, including financial projections. They answered questions about lessons learned from the first year, award criteria, and their interest in promoting more early decision applications.

3. Data Review

Fatimah Barker, AF Chief External Officer, along with Regional Superintendents Kevin Anderle, Chi Tschang, and Stephanie Keenoy, reviewed FY19 AF Brooklyn school suspension data. Mr. Anderle explained that peer influence and cohort culture seem to be driving high school specific behavior. Mr. Tschang presented historical data demonstrating a marked decrease in suspension rates over time, and discussed plans for creating more consistent behavior expectations between academy levels. Ms. Keenoy explained that the limited suspensions seen at the elementary school level are often a result of poorly managed student outbursts and that staff would be undergoing more de-escalation training this year.

Ms. Barker and the Regional Superintendents answered questions about how suspensions affect college acceptance decisions and how suspensions are handled among students with Individualized Education Plans (IEPs). Staff also agreed to further disaggregate this data at a future meeting, especially as it relates to students with IEPs and students with multiple suspension events over the course of the school year.



4. Executive Session

Deb Shanley, Board Chair, made a motion to enter executive session at 8:57PM to discuss specific parent concerns regarding their AF scholars. Justin Cohen seconded the motion and all were in favor.

Ms. Shanley made a motion to exit executive session and re-enter public session at 9:05PM. Jon Atkeson seconded the motion and all were in favor.

5. Board Business

Amy Arthur Samuels left the meeting before conducting Board business and did not vote during this portion of the meeting. The following resolutions were unanimously approved by the Board with the exception of Resolution #1, to which Chris Lynch abstained.

Resolution 1: RESOLVED, the AF Brooklyn Board of Trustees hereby agrees to update the non-binding Term Sheet/Letter of Intent with Turner Impact Capital concerning the property located in East New York, first presented to the AF Brooklyn Board of Trustees on June 6, 2019, by authorizing up to \$250,000 in pre-development feasibility costs.

FURTHER RESOLVED, Achievement First or its designee are, jointly and severally, authorized and directed, in the name of AF Brooklyn Charter Schools, to negotiate the terms and conditions of the lease contemplated by the non-binding Term Sheet/Letter of Intent discussed in the foregoing resolution, subject to Board approval.

Resolution 2: RESOLVED, the AF Brooklyn Board of Trustees hereby agrees to transfer the charter school location from Brooklyn, NY to Queens, NY for Achievement First Charter School 10 and Achievement First Charter School 11, subject to charter authorizer approval.

FURTHER RESOLVED, Achievement First and its designee are, jointly and severally, authorized and directed, in the name of AF Brooklyn Charter Schools, to submit such documents needed to seek charter revisions from the charter authorizer in order to effectuate the foregoing resolution.

Resolution 3: WHEREAS, there has been presented to the AF Brooklyn Board of Trustees a proposal related to continuing a pilot program to award scholarship money to the first cohort of this program authorized on March 28, 2019, as well as a second cohort comprised of a subset of graduating AF Brooklyn, AF University Prep, and AF East Brooklyn High School seniors from the Class of 2020, and



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WHEREAS, Achievement First seeks up to \$236,900 in FY21 (as the second installment of an up to \$1,000,000 total commitment for cohorts 1 and 2) from any available AF New York Inter-Charter Fund the first and second cohorts of this pilot program, and

WHEREAS, Achievement First agrees to report to the AF Brooklyn Board of Trustees the impact of this funding in FY21 as part of determining whether to provide similar support to future cohorts.

THEREFORE BE IT RESOLVED, the AF Brooklyn Board of Trustees hereby authorizes Achievement First to take such actions and carry out the scholarship program as described above, including funding of the first and second cohorts of the program using the AF New York Inter-Charter Funds.

Resolution 4: RESOLVED, the AF Brooklyn Board of Trustees hereby creates a Personnel Committee and delegates to the Personnel Committee the authority to (i) consider allegations of misconduct and issue disciplinary consequences for principals, except that the Committee does not have the authority to terminate a principal; and (ii) make a recommendation for termination of a principal to the full Board.

Resolution 5: RESOLVED, the AF Brooklyn Board of Trustees hereby approves the addition of the following language to all AF Brooklyn Charter Management Agreements:

AF shall report to the Board of Trustees on the performance of each principal, at a minimum, bi-annually, inclusive of the annual review set forth above in Section 4.5. AF shall promptly notify the Board of Trustees of any violation of any law, policy, rule, regulations or order by a Principal, which comes to AF's attention. AF shall also have the responsibility and authority to investigate and respond to any complaints against any Principal, and to otherwise make decisions related to the discipline of Principals provided it consults with the Board of Trustees' Personnel Committee concerning all matters alleging: (i) significant misconduct; (ii) violation of law, policy, rule, regulation or order; and/or (iii) any other type of complaint that could adversely affect compliance with the Board of Trustees' responsibilities herein or its responsibilities under the Charter Contract. Notwithstanding the foregoing, the Board shall retain final authority with respect to termination of any Principal as set forth above in Section 4.5.

Resolution 6: RESOLVED, the AF Brooklyn Board of Trustees hereby approves the amendment of Article IV, Section 3, Paragraph "e", Subparagraph "B" of its bylaws as follows:



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Subject to Subparagraph A of this Paragraph, the initial terms of office of such Trustees may be up to three (3) years. Following the expiration of the designated terms, the term of each Trustee other than the Parent Representative shall continue for three (3) years.

Resolution 7: RESOLVED, the AF Brooklyn Board of Trustees hereby approves the meeting minutes from June 6, 2019.

6. Announcements

Ken Paul, Vice President of Development, briefly previewed AF's intentions to begin a summer camp program in the summer of 2020. Ms. Shanley announced the impending departure of Erika Hval, Associate Director of Development, and introduced Sarah Blanton, Director of Governance, as her temporary replacement beginning in September.

There being no other business before the Board, it was unanimously:

RESOLVED, to adjourn at 9:41PM.



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Achievement First (AF) Brooklyn Charter Schools

Board of Trustees Meeting

Thursday, October 3, 2019

AF Network Support Offices, 335 Adams Street, Suite 700, Brooklyn, NY

Board Members in Attendance:

Alison Richardson, Romy Coquillette, Chris Lynch, Jon Atkeson, Deb Shanley, Warren Young, with Amy Arthur Samuels and Angela Tucker joining by phone.

Staff and Guests in Attendance: Sarah Blanton, Kate Caldwell with Victor De La Paz joining by phone for a portion of the meeting.

Sarah Blanton recorded the minutes. The meeting was called to order at 6:04PM.

Student Experience Discussion

Charmayne Joseph, VP of Student Experience, gave an overview of her work and the ways in which the AF network is thinking about school culture. Specifically, the Student Experience Team approaches their work asking the following questions:

- Positive tone: to what extent is the overall tone of the classroom marked by respect, love, and belonging, with a deep belief in all students?
- Focused Learning: to what extent are the habits and routines consistent, predictable, and in service of focused learning?

Ms. Joseph is focused on the following core priorities for the 2019-20 school year:

- Articulating a 5-year vision for the student experience
- Mindset and relationships
- Equity lens to culture practices
- Dean of School Culture skill building
- Strong Social Emotional Learning (SEL)

There are schools across the network that are excelling in these areas, but the goal is to have every classroom in every school be a place where student-teacher relationships are strong and meaningful and there is a culture of self-reflection.

Pulse surveys, which track progress towards these goals, look good thus far. The first Student Investment Survey will be administered next week.



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Growth and Expansion Discussion

Victor De La Paz, AF CFO, joined the meeting by phone to lead the discussion on growth and expansion. There are three fundamental projects for consideration: (1) a permanent location for AF Linden Middle School in Brooklyn, (2) a temporary facility in Queens on 161st St and (3) a permanent location for the first Queens elementary school.

- (1) Permanent space for Linden Middle
 - The original deadline to negotiate the lease was October 5, 2019 but because of various delays a 30 day extension was agreed upon.
 - The board's Real Estate Subcommittee is projected to see the lease by mid-October.
 - Melika Forbes, AF General Counsel, is working with outside counsel. AF has also reviewed the business terms with Charter School Growth Fund.

- (2) Temporary Space in Queens – 161st St.
 - A few weeks prior, the Real Estate Subcommittee agreed to enter into a non-binding term sheet.
 - The building owners hesitated to commit to the terms. In particular, they don't want to be incubation space. They want to be our permanent location but they are open to a 10 year lease with renewals.
 - If enrollment were to dip to where the charter would be at risk, we could back out.

- (3) Permanent Space for Queens Elementary School #1
 - AF is looking at Nov 15th to enter into a term sheet with Civic Builders.
 - Civic Builders owes AF follow up information on comps. The cost seems high but that expense is due to (1) the market, itself and (2) AF's preference for large schools given the number of kids we have. AF has a higher standard for square feet per student.
 - The next step is to enter into a term sheet, then in the spring, enter into a lease and break ground in the summer.

The requested forecasts/models are in process. They have made several versions. Will Robalino has worked with AF to ensure that the board's questions and concerns are represented.

The board shared that the basics of each building make sense.

Committee Reports

Jon Atkeson, treasurer, gave the Finance Committee report. The unaudited financials for FY19 show a surplus through June 2019.



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Warren Young raised the issue of managing the excess cash position with an investment strategy including interest bearing accounts. Victor De La Paz is going to follow up about options.

Deb Shanley led the Executive Committee report. Romy Coquillette updated the board about a prospective trustee. The next steps are for Deb Shanley to meet with him. Sarah Blanton is going to reach out to Sarah Najarian at Robin Hood about their board trainings. Angela Tucker gave an update on the search for new parent representatives.

Board Business

Because the board did not have quorum, no business was conducted.

New Business

There being no other business before the Board, it was unanimously:

RESOLVED, to adjourn at 8:52 PM.



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**Achievement First (AF) Brooklyn Charter Schools
Board of Trustees Meeting**

Thursday, November 21, 2019

AF Network Support Offices, 335 Adams Street, Suite 700, Brooklyn, NY

Board Members in Attendance:

Alison Richardson, Justin Cohen, Romy Coquillet, Chris Lynch, Deb Shanley, Amy Arthur Samuels, Judith Jenkins and Angela Tucker.

Staff and Guests in Attendance: Kevin Miquelon, Sarah Blanton, Ken Paul, Fatimah Barker, Dacia Toll, Victor De La Paz, David Crockett, Hilary Cymrot, and Kate Caldwell.

Sarah Blanton recorded the minutes. The meeting was called to order at 6:08 pm.

1. Principal Selection Preview

Hilary Cymrot, Senior Director of Principal Preparation, gave an overview of the principal in residence (PIR) program which currently includes 42 PIRs in either the first or second year. The pipeline is growing and is increasingly racially diverse. AF has clarified metrics for success and assessments of proficiency and competency. AF is also working on improving retention.

The current PIR2 cohort has eight elementary school, nine middle school and 7 high school PIRs. December 9th is the principal selection days and the board is invited to observe parts of the day.

2. New York State Test Results

Dacia Toll, co-CEO, led a discussion about the NY test results highlighting the fact that, after many years of growth, the AF New York schools were relatively flat. Embedded within those averages, though, is a range of performance within the elementary and middle schools.

The board discussed the rigor of the elementary school math curriculum and the degree to which the curriculum is driving results. Ms. Toll noted that all schools receive the same daily lesson resources by grade/subject but the top performing schools, grades and/or classrooms are supplementing those resources in meaningful ways.

The board briefly discussed the role that standardized test preparation and performance aligns with or is at odds with great teaching and other priorities, like student experience and Greenfield. In addition, the board reviewed AP results and the AP for All program at all Achievement First high schools.



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3. Committee Reports

Chris Lynch gave the Finance Committee report, as Jon Atkeson, Treasurer, was not present. The board materials include a new format for financials, as requested by the board. The schools are still running a surplus.

The audit was clean.

Victor De La Paz, AF's CFO, gave an overview of the progress on the Linden Middle School real estate deal that the Facilities Committee has been working on. It is a complex legal structure. The committee has seen the terms of the lease. The Committee anticipates receiving an investment memo before any final action is taken.

David Crockett reviewed details of the five-parcel site itself including the challenges associated with each parcel, as well as the separate Queens project for leasing space for a K-8 school.

4. Board Business

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the financial report as presented.

Motion by Chris Lynch
Seconded by Romy Coquillette
All in favor.

RESOLVED, the AF Brooklyn Board of Trustees hereby accepts the report of the independent auditors CohnReznick prepared in relation to the fiscal year ending 6/30/19.

Motion by Chris Lynch
Second by Amy Arthur Samuels
All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the meeting minutes from August 22, 2019 and October 3, 2019.

Motion by Deb Shanley
Seconded by Chris Lynch
All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the Family Handbook as presented.

Motion by Deb Shanley



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Seconded by Chris Lynch
All in favor

RESOLVED, the AF Brooklyn Board of Trustees, pursuant to article VIII of its by-laws, hereby elects the following leadership slate:

Deb Shanley, Chair
Romy Coquillette, Vice Chair
Jon Atkeson, Treasurer

Motion by Deb Shanley
Seconded by Chris Lynch
All in favor

The board entered executive session to discuss personnel changes for the 2020-21 school year at 8:24pm. Dacia Toll, Fatimah Barker, Ken Paul, Victor De La Paz, Sarah Blanton, Ken Paul and David Crockett were invited to remain in the room. The board exited executive session at 8:34pm.

5. New Business

The Board explored processes for principal intra-Network transfers (e.g., whether an interview would be required). Seven Trustees were aligned around developing a process whereby AF may present a proposed intra-Network transfer and the Board would vote, by written consent, within 30 days of receiving the transfer request. One Trustee, Angela Tucker, expressed her opinion that principal transfers should interview just as new principals do.

There being no other business before the Board, it was unanimously:

RESOLVED, to adjourn at 9:19PM.



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Achievement First (AF) Brooklyn Charter Schools

Board of Trustees Meeting

Thursday, January 30, 2020

AF Network Support Offices, 335 Adams Street, Suite 700, Brooklyn, NY

- APPROVED MEETING MINUTES -

Board Members in Attendance:

Deb Shanley, Romy Coquillette, Jon Atkeson, Chris Lynch, Andy Hubbard, Amy Arthur Samuels, Judge Priscilla Hall, Warren Young

Staff and Guests in Attendance: Kevin Miquelon, Sarah Blanton, Ken Paul, Fatimah Barker, Dacia Toll, Victor De La Paz, David Crockett, and Kate Caldwell.

Sarah Blanton recorded the minutes. The meeting was called to order at 6:08 pm.

1. Public Comment

Several parents of AF Voyager Elementary School scholars had a discussion with Board Chair, Deb Shanley, about their disappointment to learn of the plans for their children's school. Those parents joined the board meeting.

2. Elect New Trustee

RESOLVED, the AF Brooklyn Board of Trustees hereby elects Kevin Miquelon to serve as a Trustee with a three year term ending June 30, 2022.

Motion by Romy Coquillette

Seconded by Jon Atkeson

All in favor

3. Board Discussion

Deb Shanley opened the discussion by updating the AF Brooklyn Board on the conversation with parents that preceded the board meeting. An AF Voyager ES parent expressed his disappointment of learning of the plans to close the school. He presented a goal and strategy for increasing enrollment by 104 scholars by fall 2020 and said the current AF Voyager families are personally committed to recruiting new families. He noted the role of social media and direct marketing.

Seven additional AF Voyager Elementary School parents spoke about their appreciation of the school, what it has meant to their families and how their children have thrived.

Dacia Toll spoke about how proud she is of what the school and the children have accomplished. Nonetheless, she does not feel that the school is viable, financially or programmatically. She noted the demographic changes leading to fewer school-aged children in the neighborhood. In addition, there are

more schools in the area that have opened in the past decade, including an AF school that is one block away.

Financially, the average AF Elementary school costs roughly half of what it costs per pupil at AF Voyager. Programmatically, AF would not be able to provide the level of education and opportunities typically provided at a full-sized AF school.

Ms. Toll noted that there are other AF schools where parents are having similarly positive experiences. She believes AF can provide a wonderful experience at another school and if the Board approves the resolution, all scholars at AF Voyager ES will be promised their first choice AF school.

Fatimah Barker shared data on student recruitment from the past year, specific strategies that were utilized and what organizations AF partnered with to recruit families. There were direct mailings, outreach to pre-schools, and social media. She also shared application data which did not meet targets. In addition, the conversion rate was low due to the fact that families are applying to numerous charter schools.

The board is committing to certain measures believed to be in the best interest of the scholars including transportation and uniform assistance.

4. Deep Dive: Expected College Completion

Due to the lengthy discussion on AF Voyager Elementary, the deep dive on expected college completion will be moved to the next meeting (March 26, 2020).

5. Committee Reports and Discussion

a. Finance Committee

Victor De La Paz gave a brief overview of the financials. Projected revenue is down from budgeted revenue due to fewer enrolled students across the region, largely driven by AF Voyager ES along with four other schools. Overall, personnel costs are lower while non-personnel costs are higher and many schools with personnel decreases have offset with non-personnel increases.

b. Facilities Committee

The facilities committee continues to have meetings to discuss the Linden MS building and the Queens real estate options. There is no decision for the board to make at this time.

c. Principal Hiring

Deb Shanley reported on the successful interviews of the principal candidates that took place on January 22, 2020. Several trustees participated in the interviews and felt that the candidates were all strong.

6. Board Business

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the meeting minutes from November 21, 2019.

Motion by Jon Atkeson
Seconded by Chris Lynch
All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the financial report as presented.

Motion by Jon Atkeson
Seconded by Warren Young
All in favor

WHEREAS the Achievement First Brooklyn Board of Trustees has reviewed, considered and vetted the relevant facts and circumstances concerning the subject of these Resolutions;

BE IT RESOLVED, that the Achievement First Brooklyn Board of Trustees approves the plan to revise the enrollment plan of the following school: Achievement First Voyager Elementary School (grades K-1) beginning in the 2020-21 school year, subject to approval by the charter authorizer; and

RESOLVED FURTHER, that the Achievement First Brooklyn Board of Trustees hereby authorizes and directs Achievement First Network Support and the schools to take and carry out such action as required in connection with the foregoing Resolution.

Motion by Warren Young
Seconded by Chris Lynch
Deb Shanley, Romy Coquillette, Andy Hubbard, Amy Samuels and Jon Atkeson in favor
Judge Priscilla Hall dissented

RESOLVED, the AF Brooklyn Board of Trustees hereby appoints Jenika Mullen as interim principal of Achievement First Aspire Elementary effective immediately and until June 30, 2020.

Motion by Jon Atkeson
Seconded by Chris Lynch
All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby appoints Shannon Williams-Paden as principal of Achievement First Endeavor Middle School effective July 1, 2020.

Motion by Jon Atkeson
Seconded by Chris Lynch
All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby appoints Meryl Senter as principal of Achievement First East New York Elementary School effective July 1, 2020.

Motion by Jon Atkeson

Seconded by Chris Lynch
All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby appoints Martin Palamore as principal of Achievement First East Brooklyn High School effective July 1, 2020.

Motion by Jon Atkeson
Seconded by Chris Lynch
All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby appoints Victoria Pierre as principal of Achievement First Crown Heights Middle School effective July 1, 2020.

Motion by Jon Atkeson
Seconded by Chris Lynch
All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby appoints Jason Coalter as principal of Achievement First University Prep High School effective July 1, 2020.

Motion by Jon Atkeson
Seconded by Chris Lynch
All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby appoints Dumar Paden as principal of Achievement First Brooklyn High School effective July 1, 2020.

Motion by Jon Atkeson
Seconded by Chris Lynch
All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby appoints Jordan Hardy as principal of Achievement First Aspire Elementary School effective July 1, 2020.

Motion by Jon Atkeson
Seconded by Chris Lynch
All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby appoints Jessica Eddy-Lewis as principal of Achievement First Queens Elementary School effective July 1, 2020.

Motion by Jon Atkeson
Seconded by Chris Lynch
All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby appoints Tamla Frater as principal of Achievement First Voyager Middle School effective July 1, 2020.

Motion by Jon Atkeson

Seconded by Chris Lynch
All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby appoints Colleen Young as principal of Achievement First Endeavor Elementary School effective July 1, 2020.

Motion by Jon Atkeson
Second by Kevin Miquelon
All in favor

7. New Business

There was no new business.

8. Adjourn

The meeting was adjourned at 9:51 pm by Deb Shanley.

Motion by Romy Coquillette
Second by Amy Samuels
All in favor

Achievement First (AF) Brooklyn Charter Schools
Board of Trustees Meeting
Thursday, March 26, 2020
Webex Video Conference

Due to technical difficulties, the video conference recording of this board meeting does not have audio. As a result, these minutes are a high level overview of the board meeting.

Board Members in Attendance:

Deb Shanley, Romy Coquillette, Jon Atkeson, Chris Lynch, Andy Hubbard, Amy Arthur Samuels, Judith Jenkins, Warren Young, Alison Richardson, Justin Cohen, Kevin Miquelon

Staff and Guests in Attendance: Theresa Hayes, Sarah Blanton, Ken Paul, Fatimah Barker, Dacia Toll, Victor De La Paz.

Sarah Blanton recorded the minutes. The meeting was called to order at 6:03 pm.

1. Public Comment

There was no public comment

2. Elect New Trustee

Sarah Blanton introduced Theresa Hayes who is a parent at AF Linden Elementary School. She is the PLC President and served on the search committee for AF's new Superintendent. Theresa spoke briefly about her experience with AF and her interest in serving on the board. Dacia Toll welcomed Theresa noting her strong presence on the search committee.

Deb Shanley suggested the board vote on Theresa at the end of the meeting with other resolutions.

3. Board Discussion

Dacia Toll led the board in a discussion of the Co-CEO transition by starting the way in which the organizational chart was restructured to have a sole CEO starting in FY21. AF invested heavily in the search process for the Superintendent and President by hiring a national search firm with a particular focus on equity to help find excellent candidates. The President and Superintendent search committees were comprised of individuals from across the organization (C-Levels, Regional Superintendents, Network Support leaders, Principals, Directors of School Operations, Teachers, Families, and Network Board Members). Stephanie Keenoy was selected from a very competitive pool to be Superintendent. An offer has been made to a President candidate.

Several positive indicators suggest that the transition is being managed well and staff feedback about the inclusivity, rigor and transparency of the process has been positive.

The charter renewal process went smoothly and AF Apollo and AF Endeavor were given the full five-year renewals.

The remainder of the board discussion was spent on AF's COVID-19 response. Ms. Toll shared the top two priorities for the organization:

- **Priority #1 - Care for the Whole Person:** Make sure our scholars, families, and staff feel cared for and have what they need to navigate this crisis; individual check-ins with every family, food, emergency funding, tech & internet, Phase 1 remote learning packets
- **Priority #2 - Strive for Excellence + Lead for Racial Equity:** Create and execute a very strong Phase 2 remote learning experience to launch network-wide on March 30; synchronous and asynchronous classes, assignments & community

The last day of school was March 12th and since then AF leaders and staff have been doing 1:1 check-ins with individual families, distributing Chromebooks, conducting academic check ins and collecting feedback on Phase 1 work, distributing food. In addition, AF has launched an emergency fund.

Preparation for next week has included many Zoom teacher training meetings and every day our principals and regional superintendents meet at 4:30pm to discuss highlights of the day, share best practices and gather input on important policies. They also conducted a scholar Zoom pilot on Wednesday, March 25th with an overall attendance of 96 percent.

Ms. Toll reviewed the elementary school remote learning overview of instructional strategy which includes plans for ELA, writing, math, social studies, science, mindfulness and fitness and a proposed daily schedule.

Ms. Toll also shared a presentation about the Greenfield model remote learning plan for middle school. The classic model for middle school includes a structured schedule with one hour blocks for each core academic subject (ELA, history, math, science) and ten minute breaks between classes. The hour is broken into a 20-minute instructional video from Google Classroom and 40 minutes of classwork, with guidance. The teacher is available during the hour of that subject block. Students submit work by 9:00 PM.

The high school program has structured 45 minute blocks for each core academic subject (Literature, history, math, science, seminar) with five minute breaks in between. Students log into Zoom at their class time, are welcomed by their teacher, and then access a 15-20 minute instructional video. The remainder of the class period is spent doing classwork, with guidance. Similar to the plan for middle school, high school students have access to each teacher during their class period and they have until 9:00 PM to submit their work.

4. Committee Reports and Discussion

a. Finance Committee

Jon Atkeson presented the financial report. Victor De La Paz joined to answer questions and explain the ways in which the remote learning plan impacts the school budgets.

b. Facilities Committee

The plans for the new elementary school in Queens has been pushed back by one year to allow appropriate time to finalize a deal for a facility.

5. Board Business

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the meeting minutes from January 30, 2020.

Motion by Jon Atkeson
Seconded by Romy Coquillette
All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the financial report as presented.

Motion by Jon Atkeson
Seconded by Warren Young
All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby elects Theresa Hayes to serve as a Parent Representative with a one year term ending June 30, 2020.

Motion by Alison Richardson
Seconded by Romy Coquillette
All in favor

6. New Business

There was no new business.

7. Adjourn

The meeting was adjourned at 7:46 pm by Deb Shanley.

Motion by Jon Atkeson
Second by Warren Young
All in favor

Achievement First (AF) Brooklyn Charter Schools
Board of Trustees Meeting
Friday, May 1, 2020, 5:00 pm
Zoom Video Conference

Board Members in Attendance:

Deb Shanley, Romy Coquillette, Jon Atkeson, Chris Lynch, Andy Hubbard, Amy Arthur Samuels, Judith Jenkins, Judge Priscilla Hall, Warren Young, Kevin Miquelon, Theresa Hayes

Staff and Guests in Attendance: Sarah Blanton, Ken Paul, Fatimah Barker, Dacia Toll, Amy Christie, Maura Bonnani.

Sarah Blanton recorded the minutes. The meeting was called to order at 5:08 pm.

1. Public Comment

There was no public comment

2. Board Business

a. Set Number of Trustees

With the addition of Theresa Hayes at the last board meeting, the number of members of the Board of Trustees must be set at fifteen, up from fourteen.

RESOLVED, the AF Brooklyn Board of Trustees does, effective May 1, 2020, set the number of members of the Board of Trustees at fifteen (15).

Motion by Chris Lynch

Seconded by Jon Atkeson

All in favor

b. Bridge Scholarship

Amy Christie gave an overview of the Bridge Scholarship program. Earlier in this fiscal year (FY20), the board allocated resources to fund the Bridge Scholarship Program for members of the class of 2020. The bulk of those resources had been allocated towards scholars who applied and were accepted to early decision colleges. The question before the board is whether and to what extent the board is interested and willing to allocate additional resources from the Inter-Charter Fund to support scholars who have applied for the scholarship based on the regular decision results.

Specifically, the board received a proposal to fund up to an additional 18 scholars in the amount of \$104K per year. The board discussed different risks associated with using Inter-Charter Fund resources during this time of unprecedented financial insecurity while balancing those risks against the desire to support the college aspirations of the class of 2020.

After a robust discussion, the board passed the following resolution with eight trustees in favor, three opposing and no abstentions.

WHEREAS, AF Brooklyn Board of Trustees authorized a pilot program to award scholarship money to a subset of graduating AF Brooklyn and AF University Prep High School seniors from the Class of 2019 at its March 28, 2019 meeting, and

WHEREAS, AF Brooklyn Board of Trustees authorized the expansion of the pilot program to award scholarship money to a second cohort comprised of a subset of graduating AF Brooklyn, AF University Prep, and AF East Brooklyn High School seniors from the Class of 2020 at its August 22, 2019 meeting; and

WHEREAS, Achievement First seeks additional funding of \$70,000 in FY21 from the AF New York Inter-Charter Fund to support the second cohort of this pilot program, and

WHEREAS, Achievement First agrees to report to the AF Brooklyn Board of Trustees the impact of this funding in FY21 as part of determining whether to provide similar support to future cohorts;

RESOLVED, the AF Brooklyn Board of Trustees hereby authorizes up to \$306,900 in FY21 (up to \$1.2M total commitment for cohorts 1 and 2) from any available AF New York Inter-Charter Fund the first and second cohorts of this pilot program.

BE IT FURTHER RESOLVED, the AF Brooklyn Board of Trustees hereby authorizes Achievement First to take such actions and carry out the scholarship program as described above, including funding of the first and second cohorts of the program using the AF New York Inter-Charter Funds.

Motion by Jon Atkeson

Seconded by Judge Priscilla Hall

Chris Lynch, Romy Coquillette and Warren Young opposed

Following the motion, Jon Atkeson strongly recommended that Achievement First find a philanthropic solution for the difference between what was approved and what was requested (approximately \$35K).

c. Queens Charter Revision

Fatimah Barker shared that, due to facilities challenges and the COVID pandemic, the AF Queens Elementary School will not be a fully enrolled school by August 2020. The principal is continuing to stay with AF during this year and remains excited about leading the Queens school starting in the 2021-22 school year.

WHEREAS, the AF Brooklyn Board of Trustees authorized and directed Achievement First to seek additional planning years prior to opening Achievement First Charter School 10 (“AF 10”) and Achievement First Charter School 11 (“AF 11”) from the charter authorizer at its January 31, 2019 meeting;

WHEREAS, the AF Brooklyn Board of Trustees authorized and directed Achievement First to seek to transfer the charter school location from Brooklyn, NY to Queens, NY for AF 10 and AF 11 from the charter authorizer at its August 22, 2019 meeting; and

WHEREAS, the authorizer approved AF 10 and AF 11’s transfer to Queens, NY and granted additional planning years (i.e., AF 10 approved to open in 20-21 school year and AF 11 approved to open in the 21-22 school year) in February 2020; and

WHEREAS, the coronavirus (“COVID-19”) pandemic has limited the ability to execute a student recruitment and enrollment strategy and to guarantee facilities will be ready at the start of the 20-21 school year; and

RESOLVED, the AF Brooklyn Board of Trustees hereby agrees to seek an additional planning year prior to opening AF 10 in the 2021-22 school year, subject to authorizer approval; and

FURTHER RESOLVED, Achievement First and its designee are, jointly and severally, authorized and directed, in the name of AF Brooklyn Charter Schools, to submit such documents needed to seek charter revisions from the charter authorizer in order to effectuate the foregoing resolution.

Motion by Romy Coquillette
Second by Judge Priscilla Hall
All in favor

3. New Business

There was no new business. In closing,

Deb Shanley applauded AF for its great work in transitioning to remote learning.

4. Adjourn

The meeting was adjourned at 6:39 pm by Deb Shanley.

Motion by Romy Coquillette
Second by Warren Young
All in favor

Achievement First (AF) Brooklyn Charter Schools
Board of Trustees Meeting
Monday, May 18, 2020, 5:00 pm
Zoom Video Conference

Board Members in Attendance:

Deb Shanley, Romy Coquillette, Jon Atkeson, Chris Lynch, Andy Hubbard, Amy Arthur Samuels, Judith Jenkins, Judge Priscilla Hall, Warren Young, Kevin Miquelon, Theresa Hayes

Staff and Guests in Attendance: Sarah Blanton, Ken Paul, Fatimah Barker, Dacia Toll, Doug McCurry.

Sarah Blanton recorded the minutes. The meeting was called to order at 5:08 pm.

1. Public Comment

There was no public comment.

2. Discussion and Possible Action related to Summer Institute for AF Brooklyn

Doug McCurry gave an overview of the National Summer School Institute (NSSI) which is a five-week academic program available to AF scholars in grades three through eight (rising fourth through ninth graders). AF is expecting that despite a strong remote learning program, there is still some learning loss that will occur. NSSI is intended to mitigate against that loss.

The Lavinia Group has developed strong curriculum which will be used in the NSSI for AF scholars and AF teachers will teach that curriculum. Mr. McCurry feels very strong about the curriculum and training opportunities. AF is actively recruiting master teachers.

Theresa Hayes inquired about opportunities for scholars in the lower elementary grades.

Following a discussion, the board voted on the following resolution:

WHEREAS, Achievement First closed all AF Brooklyn schools in March 2020 as a result of the COVID-19 pandemic and moved to a remote learning model of instruction across all grades; and

WHEREAS, a group of high-performing charter networks have collaborated with Bellwether Education Partners to create the National Summer School Institute (NSSI) to provide academic programming by master teachers in core subjects of math and ELA, along with Movement and Enrichment, for students in grades 3-8 (rising 4th – 9th graders) over a 5-week period; and

WHEREAS, a group of national funders are supporting the cost of the centralized curriculum and operations, but not the cost of personnel (i.e., AF is responsible for the salaries of its master teachers who provide instruction to participating AF scholars), and

WHEREAS, the resulting AF Brooklyn Schools' year end forecasts project a surplus due to costs avoidances resulting from COVID-19; and

RESOLVED, the Board hereby authorizes up to \$700K in FY21 from any available AF New York budget surplus funds to support at least 2,100 AF Brooklyn scholars' participation in the NSSI.

BE IT FURTHER RESOLVED, the AF Brooklyn Board of Trustees hereby authorizes Achievement First to take such actions to carry out the foregoing resolution.

Motion by Judge Hall

Seconded by Romy Coquillette

All in favor

Warren Young request a follow up discussion with Victor De la Paz about (1) the different ways in which resources have been allocated during this time of remote learning and (2) whether there is a way to set aside resources in advance (like the bridge funding).

3. Adjourn

The meeting was adjourned at 6:04 pm.

Motion by Jon Atkeson

Second by Warren Young

All in favor

**Achievement First (AF) Brooklyn Charter Schools
Board of Trustees Meeting**

Thursday, May 28, 2020, 6:00 pm
Zoom Video Conference

- DRAFT MEETING MINUTES -

Board Members in Attendance:

Deb Shanley, Romy Coquillette, Chris Lynch, Andy Hubbard, Amy Arthur Samuels, Judith Jenkins, Judge Priscilla Hall, Warren Young, Kevin Miquelon, Theresa Hayes

Staff and Guests in Attendance: Sarah Blanton, Ken Paul, Fatimah Barker, Dacia Toll, David Sweeny, Victor De La Paz, Andy Boas.

Sarah Blanton recorded the minutes. The meeting was called to order at 6:08 pm.

1. Public Comment

There was no public comment.

2. Update on planning for 2020-21 School Year

Dacia Toll encouraged the board members to attend the virtual senior signing day at AF University Prep High School and then shared what AF is planning for next school year. The major headline is that, at this time, there is no clarity about whether school will be in person next year. As public schools, AF will defer to state directives. We know that there are a number of families who will not be able to return in person, even if it is an option, because they are high risk or live with someone who is high risk. Based on survey results, there is an even larger group of families who are fearful of returning. As such, AF is working on designing a high quality program which includes flexibility.

AF is planning for two scenarios: (1) remote learning with continued or rolling school closures and (2) a flexible model that allows simultaneous remote and in-school instruction with the ability to flex for different numbers of students in remote and in-person. In-person instructions needs to be in small, stable groups with desks six feet apart. In the average sized classroom, this means 12 students per class. There are also many other elements of in-school instruction based on projected state guidelines that will bring additional expenses.

AF has a draft plan for how to respond to the potential of a positive case of COVID and the way the school/grade/class would immediately shift to remote.

The board discussed the challenges of commuting on school buses and public transportation. They also discussed protections for employees.

The board gave positive feedback on how well thought-out the current plans are given the limitations of what we currently know.

3. Committee Reports

Finance Committee

Victor De La Paz reflected on the stable financial foundation AF has at this time. It is almost certain public revenues will be reduced, it is just not clear how the Governors will handle education spending.

The Board discussed insurance and mitigating risk. Andy Boas shared that the Network Support Board will be discussing that in the coming weeks.

The Board was presented with the year to date financials through March as well as the budget proposal for next year. The budgets are likely to change given the COVID context and the direction the economy will go in the coming months. Mr. De La Paz anticipates a strong likelihood of returning to the board in the fall.

Families that applied to AF are accepting seats at double the rate that we have experienced in the past. AF believes that is a function of the strong remote learning program at AF. That said, some of the schools with lower enrollment are at risk for decreasing further and AF is relying on information we're able to collect from current families. We know that several families have relocated during the pandemic.

Dacia Toll provided additional context to the budget process including teacher salaries, budgetary reserves and additional, potential costs.

Warren Young suggested contingencies be placed on the budget approval with an agreement to come back to the table if there is a per pupil or enrollment reduction of 5% or more (noting the increase in personnel spending and the uncertainty in revenue).

Facilities Committee

AF has made a refundable deposit on the Pitkin Ave property for the permanent home for AF Linden Middle. The current question is – given the current market for fundraising and the second layer of execution in building the school – are we going to develop the building ourselves and save on professional fees and have more control or are we going to partner with a developer with higher costs but theoretically lower risk because of the developer's expertise. In one week, the facilities committee is going to have a conversation about what direction they want to go.

Network Support would create the legal structure to hold this property to maximize rental reimbursement.

Jon Atkeson complimented David Sweeny and David Crockett for their work.

Academic Committee

Justin Cohen noted that the meeting with Chi Tschang and Steph Keenoy was excellent. He shared data around attendance, work completion, parent survey results all of which were very strong. The regional subs shared videos that displayed interactive and effective use of technology.

That said, despite all the work being done, it's a difficult environment in which to learn and assessments have shown that there will be gaps in learning.

Alison Richardson noted how impressed they were with the responsive remote learning plans but the concern is that, at the middle school, kids aren't learning with the same degree of vigor that they would with an in-school model. Dacia Toll noted that there are four hours of instruction under the remote learning model compared with eight hours of school during normal, in-school conditions. There are concerns about screen time limiting AF's willingness to extend the remote learning above 4.5 hours. Currently, the model leverages videos from the strongest teachers but obviously lacks the engagement of in person instruction. Next year, remote students will be participating in classes.

Executive Committee

Deb Shanley shared her appreciation that Andy Boas was able to join the meeting.

The board discussed the interview of the principal candidate for AF Crown Heights Elementary. Hilary Cymrot, who oversees the Principal in Residence program, joined the meeting to speak about the principal candidate.

4. Board Business

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the meeting minutes from March 26, May 1, and May 18, 2020.

Motion by Andy Hubbard

Second by Judge Hall

All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the financial report as presented.

Motion by Will Robalino

Second by Warren Young

All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the financial budget as prepared by Achievement First for the 2020-21 fiscal year.

Motion by Jon Atkeson

Second by Judge Hall

All in favor

Warren Young wished to add a suffix: any 5% deterioration in either enrollment or per pupil will result in AF coming back to the board with a revised budget. Jon Atkeson accepted the amendment and Judge Hall Seconded.

RESOLVED, the AF Brooklyn Board of Trustees, pursuant to article IV of its by-laws, hereby elects Chris Lynch to serve an additional three-year term that shall expire on June 30, 2023 and does, effective July 1, 2020, set the number of Trustees at thirteen (13).

Motion by Romy Coquillette

Second by Warren Young

All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby appoints Sade Johnson as principal of Achievement First Crown Heights Elementary School effective July 1, 2020.

Motion by Judge Hall

Second by Romy Coquillette

All in favor

5. New Business

Deb Shanley reminded everyone to email Sarah Blanton if they wish to join the University Prep Senior Signing Day.

She personally thanked Judge Hall for her service as she is rotating off the board of directors after a very long service.

She also thanked Dacia Toll for her work and the team who have been wonderful in solving some very big challenges. She affirmed the board's support of AF now and in the coming months and years.

6. Adjourn

Meeting was adjourned at 9:13 pm by Deb Shanley.

Motion by Will Robalino

Second by Justin Cohen

All in favor

181 Scholar Days

- 2020-21 School Year Calendar**
- JULY**
- 6-13 New Leader Training
 - 14-21 All Leader Training
 - 20 New Team Training Orientation
 - 22-31 New Team Training
- AUGUST**
- 3-4 New Team Training
 - 10 Teachers Return
- SEPTEMBER**
- 1 First day of school for Grade K (early dismissal with afternoon PD)
 - 2 First day of school for all scholars (early dismissal with afternoon PD)
 - 7 Labor Day (AF closed)
 - 14 BOY STAR Reading Begins (3-4) / BOY MAP Science Begins (Pilot Schools) / BOY MAP Growth Math Begins (K-4) / NYSITELL Screener Begins (K-4 identified new scholars)
 - 28 Yom Kippur (AF schools open)
- OCTOBER**
- 5 BOY STEP/F&P Begins (K-4 Required)
 - 9 BOY STAR Reading Ends / BOY MAP Science Ends / BOY MAP Growth Math Ends / NYSITELL Screener Ends
 - 12 Indigenous Peoples' Day (AF closed)
 - 19-27 IA Cycle 1
 - 27 BOY STEP/F&P Ends
- NOVEMBER**
- 2 Data Day (No school for scholars)
 - 3 Election Day (AF closed)
 - 11 Veterans Day (AF closed)
 - 26-27 Thanksgiving Break (AF closed)
- DECEMBER**
- 7-15 IA Cycle 2
 - 21-31 Winter Break (AF closed)

NY ES 2020-2021 School Calendar

New Teacher Training	Returning Teacher Start Date	Trimester Dates	State Testing Date
School Site BOY Training	School Site PD	School Based PD/Data Days	Testing Days
Holidays (No school for scholars)	Leader PD	Early Dismissal	
District Holidays (AF Open)			



Assessment Notes 2020-21
 While some assessments will be given both remotely or in-person we do not yet know whether the following assessments can be administered remotely:
 -NYSITELL and NYSESLAT
 -State Exams (ELA Math)
 Once states determine if exams are occurring there may be updates to mock and EOY testing though testing dates will not change. Please refer to test guides for more information.

Weather Make-Up Policy 2020-21
 We make up snow days as soon as schools fall below 180 days in the following order knowing all of these may not be possible: Data Days and then extend the year.

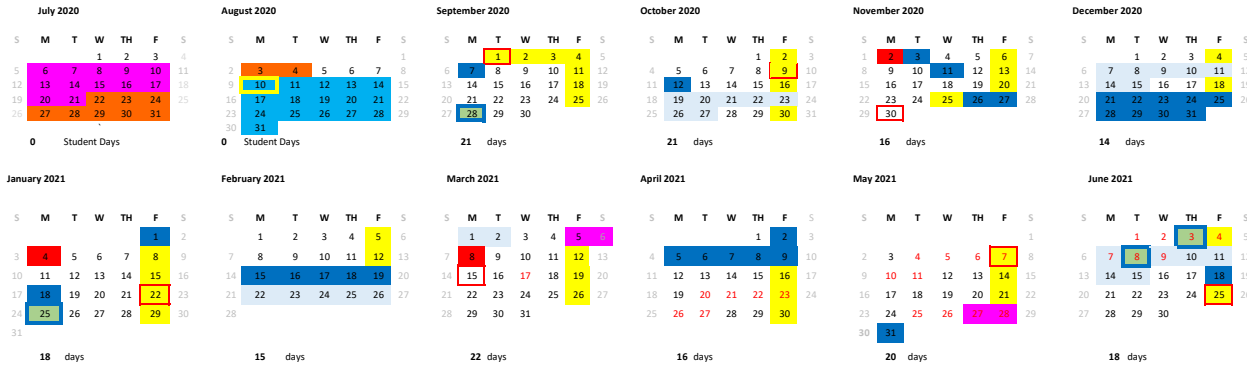
- JANUARY**
- 1 Winter Break (AF closed)
 - 4 Data Day (No school for scholars)
 - 18 Martin Luther King Jr. Day (AF closed)
 - 21 MOY MAP Growth Math (K-4 Required) / MAP Science (Pilot Schools) Begins
- FEBRUARY**
- 1 MOY STEP/F&P Begins
 - 4 MOY MAP Growth Math / MAP Science Ends
 - 15-19 February Break (AF closed)
 - 22-26 IA Cycle 3
- MARCH**
- 1-2 IA Cycle 3
 - 2 MOY STEP/F&P Ends
 - 5-6 School Leader Summit
 - 8 NYSAA begins
 - 8 Data Day (No school for scholars)
 - 23-24 ELA Mock (3-4 Required)
 - 26 ELA Mock Data Due
 - 29-30 Math IA Cycle 4 (K-2 Required) / Math Mock (3-4 Required)
- APRIL**
- 1 Math IA Cycle 4 / Math Mock Data Due
 - 2-9 Spring Break (Includes Good Friday)
 - 19 NYSESLAT Speaking begins
 - 20-21 ELA State Test
 - 22-27 ELA State Test Make Up Dates
- MAY**
- 4-5 Math State Test
 - 6-11 Math State Test Make-Up Dates
 - 17 NYSESLAT Listening Reading Writing Begins
 - 24 EOY STEP/F&P Begins (K-4)
 - 27-28 Principal Retreat
 - 28 NYSESLAT Speaking / Listening Reading Writing Ends
 - 31 Memorial Day (AF closed)
- JUNE**
- 3 Anniversary Day (AF schools open)
 - 7 EOY IA Testing Begins (K-4) / EOY MAP Science Begins (Pilot Schools) / EOY MAP Growth Math Begins (K-4)
 - 8 June Clerical Day for Lower Grades Only (AF schools open)
 - 15 EOY Testing Ends / EOY STEP/F&P Ends (100% data upload) / EOY MAP Science Ends / EOY MAP Growth Math Ends
 - 11 NYSAA ends
 - 18 Observed for Juneteenth (AF closed)
 - 25 Last Day of School for scholars

181 Scholar Days

- 2020-21 School Year Calendar**
- JULY**
 6-13 New Leader Training
 14-21 All Leader Training
 20 New Team Training Orientation
 22-31 New Team Training
- AUGUST**
 3-4 New Team Training
 10 Teachers Return
- SEPTEMBER**
 1 First day of school for Grade 5 (early dismissal with afternoon PD)
 2 First day of school for all scholars (early dismissal with afternoon PD)
 7 Labor Day (AF closed)
 14 BOY STAR Reading and Math Begin (5-8 required all scholars) / BOY MAP Science Begins / BOY ACT Aspire Begins / NYSITELL Screener Begins (5-8 identified new scholars)
 28 BOY F&P Begins (5-8 for all scholars more than 250L below trigger) / Yom Kippur (AF schools open)
- OCTOBER**
 9 BOY STAR Reading and Math End / BOY MAP Science Ends / ACT Aspire Ends / NYSITELL Screener Ends
 12 Indigenous Peoples' Day (AF closed)
 19-27 IA Cycle 1
 27 BOY F&P Ends
- NOVEMBER**
 2 Data Day (No school for scholars)
 3 Election Day (AF closed)
 11 Veterans Day (AF closed)
 23 MOY STAR Reading Begins
 26-27 Thanksgiving Break (AF closed)
- DECEMBER**
 7-15 IA Cycle 2 / MOY MAP Science
 21-31 Winter Break (AF closed)

NY MS 2020-2021 School Calendar

New Teacher Training	Returning Teacher Start Date	Trimester Dates	State Testing Date
School Site BOY Training	School Site PD	School Based PD/Data Days	Testing Days
Holidays (No school for scholars)	Leader PD	Early Dismissal	
District Holidays (AF Open)			



Assessment Notes 2020-21
 While some assessments will be given both remotely or in-person not all can. Below is initial guidance on administration:
 -State Exams (ELA Math Science) EOY ACT Aspire & NYSITELL / NYSESAT- remote administration decision TBD
 -PSAT will only be administered in person.
 -All other assessments can be administered in person or remotely.
 Once states determine if exams are occurring there may be updates to mock and EOY testing though testing dates will not change. Please refer to test guides for more information.

Weather Make-Up Policy 2020-21
 We make up snow days as soon as schools fall below 180 days in the following order knowing all of these may not be possible: Data Days and then extend the year.

- JANUARY**
 1 Winter Break (AF closed)
 4 Data Day (No school for scholars)
 5 MOY F&P Begins
 18 Martin Luther King Jr. Day (AF closed)
 22 MOY STAR Reading Ends
 25 January Clerical Day for Upper Grades Only (AF schools open)
- FEBRUARY**
 15-19 February Break (AF closed)
 22-26 IA Cycle 3
- MARCH**
 1-2 IA Cycle 3
 2 MOY F&P Ends
 5-6 School Leader Summit
 8 NYSAA begins
 8 Data Day (No school for scholars)
 17 PSAT (8th Grade Only)
 29 ACT Aspire Begins (Optional)
- APRIL**
 2-9 Spring Break (Includes Good Friday)
 16 ACT Aspire Ends
 19 NYSESLAT Speaking begins
 20-21 ELA State Test
 22-27 ELA State Test Make Up Dates
 26 EOY STAR Reading Begins
- MAY**
 4-5 Math State Test
 6-11 Math State Test Make-Up Dates
 17 NYSESLAT Listening Reading Writing Begins
 17-21 EOY ACT Aspire
 24 EOY F&P Begins (5-8 for all scholars more than 250L below trigger)
 25-28 Science State Performance Test (8th Grade Only)
 27-28 Principal Retreat
 28 NYSESLAT Speaking / Listening Reading Writing Ends
 31 Memorial Day (AF closed)
- JUNE**
 1-4 Science State Performance Test (8th Grade only)
 3 Anniversary Day (AF schools open)
 7 Science State Written Test (8th grade)
 7 EOY MAP Science Begins (5-8) / EOY Testing Begins
 8 June Clerical Day for Lower Grades Only (AF schools open)
 8-9 Science State Written Test Make-Up Dates
 11 NYSAA ends
 15 EOY IAs (100% data upload) / STAR Reading Ends / EOY F&P Ends (100% data upload) / MS EOY MAP Science Ends
 16-25 Regents Window (8th Grade Only - Algebra Exact Date TBD)
 18 Observed for Juneteenth (AF closed)
 25 8th Grade Algebra Regents Rating Day
 25 Last Day of School for scholars